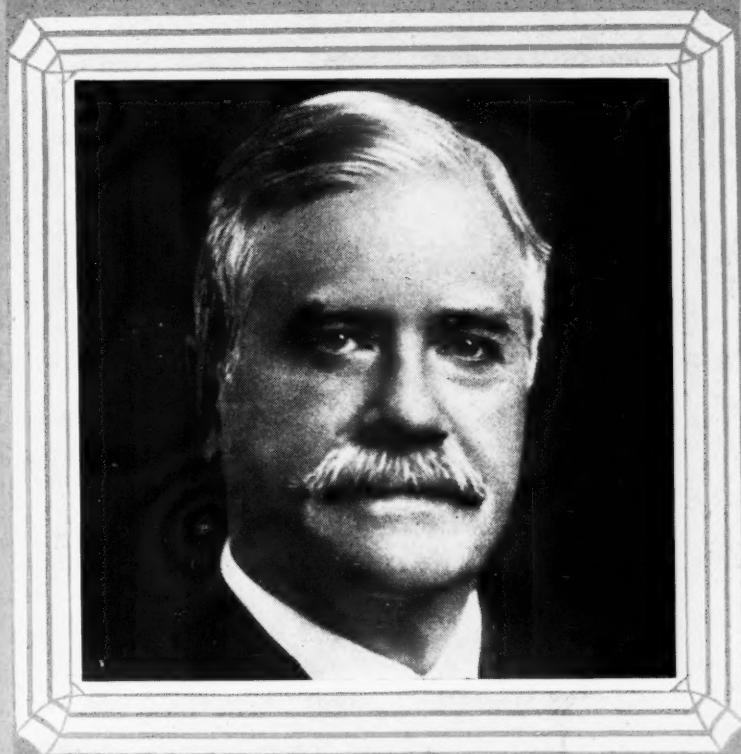


TWENTY CENTS

OCT 14 1930  
OCTOBER 11, 1930

# Sales Management

The Weekly Magazine for Marketing Executives



J. W. Curtiss

*President, A. G. Spalding & Brothers, New York*

We're Not Too Poor to Play



The 1930 Census—A Gold Mine  
of Market Facts

# *Sixth in* **THE WORLD**



# *First in* **PITTSBURGH**

## **The Power of the Press in Pittsburgh**

Again in August—The Press was decidedly "First in Pittsburgh" in advertising—48.4% of all Pittsburgh newspaper advertising appeared in The Press. Leading the second newspaper by more than 40%. Leading both other Pittsburgh newspapers in 25 of 36 major classifications, carrying more advertising than both other papers combined, in 18 classifications. (All figures from Media Records, Inc., exclusive of advertising in national magazine distributed with another Sunday paper.)

These leadership headlines are accurate indicators for advertisers who are scanning facts and figures to find large, active markets—and how to make them respond.

"6th in the World" during the first eight months of 1930 in advertising figures means the tremendous volume of 13,856,332 lines. The market must be there!

"1st in Pittsburgh" during the same period means staying ahead of the second Pittsburgh newspaper—by nearly 2¼ million lines\*. The response must be there!

Advertisers in The Press are reaching this rich market (fifth largest in America) and know that it responds. That's why they stay in—year after year.

They have felt its "Habit of Producing Results."

\*Includes department store linage for only 6 of the 8 months.

# **The Pittsburgh Press**

**A SCRIPPS-HOWARD NEWSPAPER**

NATIONAL ADVERTISING  
DEPARTMENT OF  
SCRIPPS-HOWARD  
NEWSPAPERS  
230 PARK AVENUE, N. Y. C.



MEMBERS OF THE AUDIT  
BUREAU OF CIRCULATIONS  
... OF THE UNITED PRESS  
and of  
MEDIA RECORDS, INC.

CHICAGO    SAN FRANCISCO    LOS ANGELES    DALLAS    DETROIT    PHILADELPHIA    BUFFALO    ATLANTA

# MILLIONS



**PUT YOUR MESSAGE BEFORE A  
MILLION MODERNS . . . WILLING  
TO SPEND THEIR MILLIONS IN A  
THOUSAND DIFFERENT WAYS—**

**T**HIS business of not missing what, perhaps, you never had is easy on the complacency, but rough on the sales figures.

Let 39.5% of your New York customers forget you and you'll miss them quickly enough. Yet, whether you realize it or not, 39.5% of all the people who buy New York Sunday newspapers might almost as well be in darkest Africa as far as the advertiser who doesn't schedule the Sunday New York American is concerned.

Here are a million families—all modern enough to read New York's most modern newspaper—and all able to pay a dime for it. Here is \$2,241,100,500 in liquidated form—much of it waiting to flow in your direction. Here are 801,334 families who live within 50 miles of any sales counter in New York.

But, woe to the unobservant, here is the *least-duplicated* standard size Sunday newspaper in New York—69.3% of its readers take only the American. Which means that 69.3% of their liquidated millions can't be diverted toward your cash-box unless you advertise in the Sunday New York American.

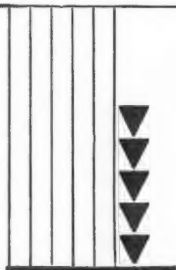
Figure this out—and let's see if it's possible to miss what you haven't got!

**SUNDAY  
NEW YORK AMERICAN**

*"a Million Families are Million Spenders"*







## BIGELOW, KENT, WILLARD AND CO., INC.

Consulting Engineers  
and Accountants—  
Merchandising  
Counselors

### Specialists

in the coordination of Men,  
Money, Material, Machinery  
and Management to produce  
adequate business profits.

Profits are commonly  
thought of as what remains  
after expenses are deducted.  
Profits should be the first de-  
duction—they are Capital's  
wages. For them the busi-  
ness exists. The task of  
merchandising is to first pro-  
vide for profits.

"Adequate Profits" is the  
title given to a brochure out-  
lining the scope of service  
rendered by Bigelow, Kent,  
Willard & Company, Inc.  
A copy will be sent to  
executives upon request.

park square  
building  
BOSTON

# Survey of Surveys

BY WALTER MANN

## Oklahoma Again "Oke"

Oklahoma City and Tulsa, the two leading trade centers of Oklahoma, each situated in the heart of flowing oil fields and fertile farm lands, have recently been made the subjects of excellent booklets, folders and brochures of which the theme song is "All is 'Oke' in Oklahoma."

Rivals of long standing, both of these two cities have been vying for years for advertising dominance of the rich territory that surrounds them. Claims and counter claims have flown thick and fast as their importance as trading centers has increased, leaving the average student of markets and media confused as to their relative value as trading centers but fully convinced that the areas surrounding both were well worth cultivating.

"Now it's official!", in the words of the *Daily Oklahoman* and *Times* of Oklahoma City, crowing vociferously about the population leadership that the recent census accorded them officially, proving that Oklahoma City is the largest city in Oklahoma. A suede-covered booklet entitled "1930" goes on to point with pride to the fact that "The 1930 census shows Oklahoma City larger than the next two largest cities in Oklahoma combined." The italics are our own.

A glance at the 1930 population increases in Oklahoma shows that Oklahoma City is unquestionably and officially in the lead with 182,845 population, an increase since 1920 of 100.2 per cent. Next comes Tulsa, with 141,287, an increase of 96 per cent. And since the suede-covered booklet says that Oklahoma City leads the combined total of Tulsa's population and that of the next largest city, by simple subtraction, in the absence of the official figures we would conclude that the next city in Oklahoma is Muskogee with a total of 31,316,\* which is practically no increase over the 30,277 it boasted in 1920. Hence, favorable as this comparison is to Oklahoma City, it is not quite as unfavorable to Tulsa as might first be imagined. For the third city is no competitor of either of the two leaders.

On a basis of 4.5 people to a family, this gives Oklahoma City 40,632 families as compared with a combined circulation of the *Daily Oklahoman* and *Times* of 205,129! This certainly indicates a generous coverage outside the city. As a matter of fact the combined city circulation is 84,609, which gives the *Oklahoman* and *Times* an opportunity to claim Oklahoma City as a "one-paper" town, morning or evening. And thus by circulation figures does the *Oklahoman* and *Times* prove its area leadership along with that of Oklahoma City proper.

These claims to the top position are magnified and amplified in another recent folder called "The Real Oklahoma City Market."

According to this folder, Oklahoma City

\* Later arrived figures (Federal census figures, August 25) show Muskogee to have 32,006; Oklahoma City, 185,383, and Tulsa, 141,281—thus increasing the lead a little.

is the center of a million-person, twenty-six-county, seventy-five-town market, a territory in which the *Oklahoman* and *Times* offer about 16,500 more circulation than all eighteen other dailies in the trading area combined at one-half the advertising cost. This area, it is claimed, has 36 per cent of Oklahoma's total population, 39.3 per cent of Oklahoma's spendable income, 54 per cent of its raw material value, 41.5 per cent of its retail and 44.4 per cent of its wholesale outlets, 46.2 per cent of the total state automobile registrations, 45.6 per cent of the families with telephones, 40 per cent of the consumers of electricity and 75 per cent of the petroleum production!

Still another recent piece of literature headed for the space buyer's files is a three-fold standard A. N. P. A. Market Survey Form that fairly bristles with hand-picked data on the Oklahoma City market and the *Oklahoman* and *Times*.

## Industrial Survey of Tulsa

But, true to its old fighting form, Tulsa isn't taking its second position lying down. The most recent big blast from the Tulsa camp is a seventy-two-page fileable loose-leaf book, two-thirds of an inch thick, titled "Tulsa—Logical Distributing Point for Serving the Southwest—Logical Manufacturing Point for Serving the Nation." Thus, under the banner and shield of the Tulsa Chamber of Commerce, does Tulsa fare forth into ambitious battle not only with Oklahoma City and all points south and west but with all other points of the compass as well.

Prepared under the watchful supervision of C. L. Dewey, industrial commissioner of the T. C. of C., it frankly states that it is written to impress the reader and it does!

After a short foreword which quotes Roger W. Babson on the advantages offered in the State of Oklahoma it shows an aerial photograph of Tulsa that will be an eye-opener to anyone who thinks of that bustling metropolis in terms of ten or even five years ago.

Next come four reasons why Tulsa offers the manufacturer or distributor an exceptional opportunity, viz.: 1. Because Oklahoma is a state of extraordinary wealth and resources (followed by a page of supporting evidence). 2. Because Tulsa's immediate territory contains the bulk of Oklahoma's great wealth (which would seem to a degree to contradict Oklahoma City's claim of 54 per cent of the state's wealth. The page of supporting evidence which follows in the Tulsa report claims that the area within a ninety-mile radius of Tulsa produces 59 per cent of the state's natural wealth\*\* and 87 per cent

(Continued on page 75)

† The 1930 census figures change this to 42 per cent according to a red rubber stamped note in the A. N. P. A. Standard Data Form.

\*\* This is probably not a contradiction, inasmuch as Oklahoma City and Tulsa are but ninety-nine motor road miles apart. Hence it would appear that Tulsa had claimed a little more territory than might have been warranted, in describing a ninety mile radius circle.



VOL. XXIV. No. 2  
October 11, 1930  
Published Every  
Saturday . . . .

# Sales Management

Publication Office:  
420 Lexington Ave.,  
New York. Phone  
Lexington 1760



CHANGES that will have to take place in marketing areas are indicated in Dr. Surface's timely article, "The 1930 Census—A Gold Mine of Market Facts," which should prove of wide interest to national advertisers, advertising agencies and market counselors.

NEWS SCOOP, page 64, to be found among others on the news pages, is "Fruit Industries Start Drive Soon to Stimulate Home Wine Making," a movement given impetus by the recent announcement of Prohibition Director Woodcock.

ANOTHER reason for the private brand avalanche is given in "Wholesale Grocers Attack Some National Advertisers." Questionable trade practices on the part of manufacturers of nationally known brands have undoubtedly aided in the multiplicity of private brands, this article shows. This frank exposure of some of these practices is in line with the hearing SALES MANAGEMENT readers are giving this all-important question in present-day distribution.

CHEERING thought for gloomy business men is contained in "We're Not Too Poor to Play," and shows one manufacturer who is not suffering from the much-talked-of depression.

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RAYMOND BILL, *President*; PHILIP SALISBURY, *Vice-President and Director of Advertising*; J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; M. V. REED, *Eastern Advertising Manager*; FREDERICK FRANKLIN, *Promotion Manager*; R. E. SMALLWOOD, *Circulation Manager*; G. D. YOUNG, *London Manager, Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.*

---

## Mix these dollars ... and sense:

**CALL** in the Boone Man if you want to find out more about the \$3,559,000,000 now on deposit in New York savings banks, of which amount 212 millions have been placed upon deposit since the first of this year.

He will point out to you that this represents enough money to buy 71 million men's suits at \$50; 23 million women's fur-trimmed coats at \$150; 355 million nine hundred thousand pairs of shoes at \$10; 23 million radios at \$150 or 1,186,000 motor cars at \$3,000 each.

Then you will be interested in learning in which New York newspaper New York savings banks advertise most.

The Boone Man will have some other interesting points to make about this three and one-half billions . . in relation to your own New York sales.

## NEW YORK EVENING JOURNAL

MAIN OFFICE: 9 EAST FORTIETH ST., NEW YORK CITY  
REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

NEW YORK, International Magazine Bldg. . . . ROCHESTER, Temple Bldg.  
CHICAGO, Hearst Bldg. . PHILADELPHIA, Fidelity Philadelphia Trust Bldg.  
DETROIT, General Motors Building . . . . . BOSTON, 5 Winthrop Square  
PACIFIC COAST REPRESENTATIVE, H. H. Conger, 5 Third St., San Francisco

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# Significant News

• • • Evidence that the decline is over is seen in charts prepared recently for the National Industrial Conference Board. Interpreters of the chart, which traces the course of business from 1919 to 1921 as well as from 1926 to 1930, find that while in both cases the decline was abrupt emergency from the valley was slow and gradual.

• • • The Industrial Board thinks there is "an undercurrent of feeling in the business world that the situation is worse than the newspapers seem willing to admit." This it ascribes in part to fictitious optimism at the start of the decline, "sponsored by high authority, both public and private." The true picture, the board says, is neither so hopeful as that of the wholesalers in optimism nor so despairing as that of the retailers in pessimism.

• • • Steel output in the first fortnight of September is estimated at 60 per cent of capacity compared with 56.35 per cent in July.

• • • Retail sales were favorably affected by the cooler weather of the last fortnight, most authorities agree. The disappointing sales in September are generally attributed to the unseasonable heat.

• • • Incorporations at Albany, New York, increased in September as compared with the same month in 1929, a fact worth mentioning because in all other months of the year the change was downward.

• • • Employment security was a feature of the discussions this week at the session of the National Association of Manufacturers in New York. The business outlook was viewed by most of the speakers with confidence.

• • • The extra quantity burden of goods sold in the mass, occasioned by depreciated prices, is still causing havoc among chain store sales records. The decrease in Montgomery Ward September sales by more than 18 per cent, though rather exceptionally heavy, was characteristic of chain store returns last month.

• • • The first twenty-seven chain store companies to report sales in September had a volume of \$133,563,000, 7.7 per cent less than in September, 1929. Notable exceptions among the large companies showing gains were Woolworth, up 0.4 per cent; Great Atlantic & Pacific, up 2.36 per cent, and W. T. Grant, up 10.6 per cent.

• • • The ruling that home brews for private consumption will not be interfered with has been promptly followed by the report that the grape growers are to spend a lot of money advertising grape juice concentrate—which now becomes a promising industry unshadowed by illegality.

• • • Gains in automobile sales at retail are forecast for the fourth quarter. The supporting reasons for this view are relatively small numbers of used cars on hand, fairly good conditions in the agricultural districts and restriction of extremely pessimistic moods to metropolitan centers.

• • • The American Federation of Labor's legislative council estimates that labor lost \$1,200,000,000 of wages

in the first half of 1930 owing to the business depression and puts unemployment at 3,700,000. Business management is blamed for failure to adjust production to consumption.

• • • The labor report recommends Federal and State exchanges for registration of the jobless, better unemployment statistics and reduction of hours of labor including a five-day week.

• • • Commodity prices fell rather sharply last week, the Irving Fisher index number reaching its low for the year—82.3. This compares with 83.1 the week before. Sir Robert Horne, well-known British financier, expresses the opinion that the price decline is substantially at an end.

• • • A gradual downward trend in prices during the next decade is predicted by Dr. H. S. Person, secretary of the Taylor Society. This decline, he believes, will not affect wages or profits.

• • • Dr. Person foresees slow business mending during the coming ten years, lacking the spirit that gave us peak periods like that of 1926 because we can hardly expect repetition of such exciting impulses as the automobile, the radio, the rapid increase of wages and the like.

• • • Chain stores are far from their ultimate goal and may not survive in their present form, according to Alvin Dodd, assistant to the president of Sears Roebuck, in a speech to the recent convention of the Chain Store Association. The social as well as the economic side of chains must be developed in his opinion.

• • • Mr. Dodd foresees a group of retailing organizations which are well managed and base their operations upon scientific principles of serving the public, and a group of organizations which are not. The former, he believes, will slowly but surely become the only group. Chain store management, he thinks, must be prepared for greater responsibility and greater opportunity.

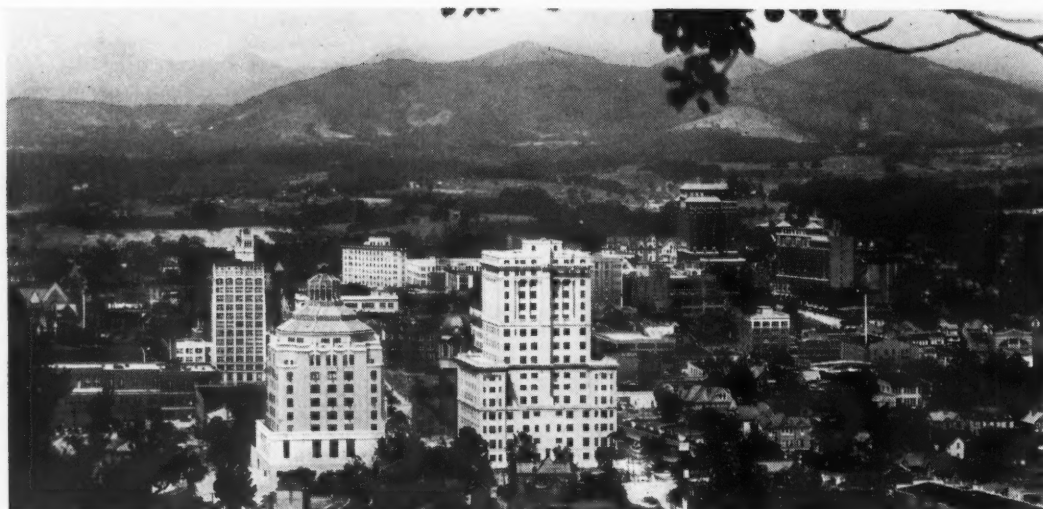
• • • Chrysler has cut the prices of six body types of sixes by \$50 and Dodge six and eight cylinder models by \$100.

• • • Independent store complaints of chain store practices in Nebraska, hitherto going to the attorney general, are to be referred hereafter to a board of arbitration.

• • • Price-cutting can be met only by education, according to Edward Plaut, president of Lehn & Fink, who has been put in charge of a committee of the New York Board of Trade having to do with that subject. He thinks manufacturers who try retaliatory measures against persistent price-cutters soon find themselves in legal handcuffs.

• • • An index number of retail trade in Great Britain has just been put out by the British Board of Trade acting in cooperation with the Bank of England and retail distributors throughout the country. The first number shows sales in August 7.1 per cent less than in August, 1929.





*One of the vitally important results coming out of the 1930 census is the relatively more rapid growth of small cities (25,000 to 100,000) such as Asheville, North Carolina, pictured above, and suburban communities compared with the larger cities and the rural populations.*

# The 1930 Census—A Gold Mine of Market Facts

BY FRANK M. SURFACE

*Assistant Director, Bureau of Foreign and Domestic Commerce,  
Department of Commerce, Washington, D. C.*

THE prime essential of any market is the number of consumers able and willing to buy. The fifteenth decennial census, now in the process of compilation by the Bureau of the Census of the Department of Commerce, will provide an array of valuable information never before equaled in this or any other country. In addition to counting the population, this census will furnish a large amount of data on what these people do, commodities they produce or handle, wages they receive and many other factors which will help to measure their economic being. It will include more complete data than ever before collected on agriculture, manufacturing, mining, transportation, occupation and wages as well as such new items as wholesale, retail and industrial distribution, the construction industries, unemployment, etc. When available in the detail contemplated, this should be of the greatest value in analyzing market potentialities.

As indicated above, the very first item to be considered in the analysis of any market is: How many people are there? After this is known, we can consider how much money they have to spend and whether we can induce them to purchase our particular product.

The census of population, therefore, is the corner-stone of all market an-

alysis for consumer goods. It is still too early to make an extensive analysis of what the new census will show, but preliminary figures released at the time of writing give some evidence of the vital information which this simple count of the population will contain. It will mean that many firms will have to revise their marketing plans and perhaps their whole marketing structure, if they are to keep in tune with trends these figures indicate.

Of first importance is the question of total population for the country as a whole and its increase during the last decade compared with earlier periods.

An accompanying table (Table I) shows the total population as compiled by each decennial census from 1850 to 1930 with the percentage and actual increase between each census period. Perhaps the most striking thing to note from this table is the gradual

Table I—Population of Continental United States by Decades: 1850 to 1930.

Census Year	Total Population	Increase Over Preceding Census Number	Per Cent.
1850 .....	23,191,876	6,122,423	35.9
1860 .....	31,433,321	8,251,445	35.6
1870 .....	38,558,371	7,115,050	22.6
1880 .....	50,155,783	11,597,412	30.1
1890 .....	62,947,714	12,791,931	25.5
1900 .....	75,994,575	13,046,861	20.7
1910 .....	91,972,266	15,977,691	21.0
1920 .....	105,710,620	13,738,354	14.9 <sup>a</sup>
1930 .....	122,698,190 <sup>b</sup>	16,987,570	16.1 <sup>a</sup>

<sup>a</sup>—Owing to the fact that the dates at which the census was taken in 1920 and 1930 were not identical, these figures do not represent the increases for exact decades. Adjusting these figures to cover exactly 120 months, the percentage increases between 1910 and 1920 was 15.4 per cent and between 1920 and 1930, 15.7 per cent, while the actual increase for this last decade would be 16,573,246.

<sup>b</sup>—Preliminary figures subject to correction.

slowing up of the rate of increase. In the middle of the nineteenth century our population was increasing more than 35 per cent in each decade. Now the rate has declined to the neighborhood of 15 per cent a decade. On the other hand, the actual increase of 16,987,750 as shown by the census for 123 months, or of 16,573,246 as computed for exactly ten years, shows the largest gain for any decennium.

This decrease in the rate of growth of population has an important meaning for many industries. With our policy of restricted immigration, the decrease is largely caused by a lower birth rate. This will mean a lower rate in the increase of school facilities and, later, a lower rate in residential building and the things which go with it. If we continue to increase our per capita wealth, the tendency will be towards relatively better and more elaborate equipment and more commodities of the luxury class.

Perhaps no industry will feel the decline in the rate of growth of population to the same extent as the food producing industry. The consumption of food is almost directly proportional to the number of mouths to feed.

### Effect of High Standard

If in the last decade our population had increased at the same percentage rate as at the middle of the last century, we would have added more than 47,000,000 during these last ten years and our total population would be above 150,000,000. Had this happened there probably would have been no farm problem at present. However, the higher standard of living which to an extent is related to the smaller size of families has been a very decided gain in other directions.

The next point of interest is where the increases during this last decade have taken place. An examination of the increase in population by states discloses a great variation in the gains in different parts of the country. On the one hand, we have California showing a gain of 65.5 per cent in the ten years while Georgia at the other end of the list shows, according to preliminary figures, an actual loss of 2.3 per cent. Outside of California and Florida, both with increases above 50 per cent, the largest percentage gains were in the industrial states and in some of the sparsely populated far Western states. The strictly agricultural states of the Middle West showed relatively small gains as did most of the Southern states, although Texas and North Carolina were marked exceptions.

Table II shows the 1930 population of each state according to the pre-

Table II—Population of Continental United States by States Arranged in Order of the Percentage Increase Between 1920 and 1930

Rank	State	1930 Population	Increase over 1920—	
			Number	Per Cent
1	California .....	5,672,009	2,245,148	65.5
2	Florida .....	1,466,625	498,155	51.4
3	Michigan .....	4,842,280	1,173,868	32.0
4	Arizona .....	435,833	101,671	30.4
5	New Jersey .....	4,028,027	872,127	27.6
6	Texas .....	5,821,272	1,158,044	24.8
7	North Carolina .....	3,170,287	611,164	23.9
8	Oregon .....	952,691	169,302	21.6
9	New York .....	12,619,503	2,234,276	21.5
10	New Mexico .....	427,216	66,866	18.6
11	West Virginia .....	1,728,510	264,809	18.1
12	Oklahoma .....	2,391,777	363,494	17.9
13	Nevada .....	90,981	13,574	17.5
14	Illinois .....	7,607,684	1,122,404	17.3
15	Louisiana .....	2,094,496	295,987	16.5
16	Connecticut .....	1,604,711	224,080	16.2
17	Wyoming .....	224,597	30,195	15.5
18	Ohio .....	6,639,837	880,443	15.3
19	Washington .....	1,561,967	205,346	15.1
20	Rhode Island .....	687,232	82,835	13.7
21	Alabama .....	2,645,297	297,123	12.7
22	Maryland .....	1,629,321	179,660	12.4
23	Mississippi .....	2,007,979	217,361	12.1
24	Utah .....	502,582	53,186	11.8
25	Tennessee .....	2,608,759	270,874	11.6
26	Wisconsin .....	2,930,282	298,215	11.3
27	District of Columbia .....	486,869	49,298	11.3
28	Pennsylvania .....	9,640,802	920,785	10.6
29	Massachusetts .....	4,253,646	401,290	10.4
30	Colorado .....	1,035,043	95,414	10.2
31	Indiana .....	3,225,600	295,210	10.1
32	Kentucky .....	2,623,668	207,038	8.6
33	South Dakota .....	690,775	54,208	8.5
34	Minnesota .....	2,566,445	179,320	7.5
35	Delaware .....	238,380	15,337	6.9
36	Missouri .....	3,620,961	216,906	6.4
37	Nebraska .....	1,378,900	82,528	6.4
38	Kansas .....	1,879,946	110,698	6.3
39	Arkansas .....	1,853,981	101,777	5.8
40	North Dakota .....	682,448	35,576	5.5
41	New Hampshire .....	465,293	22,210	5.0
42	Virginia .....	2,419,471	110,284	4.8
43	Maine .....	800,056	32,042	4.2
44	Idaho .....	445,837	13,971	3.2
45	South Carolina .....	1,732,567	48,843	2.9
46	Iowa .....	2,467,900	63,879	2.7
47	Vermont .....	359,092	6,664	1.9
48	Georgia .....	2,902,443	6,611	0.2
49	Montana .....	536,332	12,557*	2.3*

\*Decrease.

liminary figures together with actual and percentage increase for each.

From many points of view the actual numerical increase in population is of more importance for market investigations than is the rate of increase. California again stands first in this respect with a total increase of 2,245,148 in the decennium. But New York State with its more than 12,500,000 people showed the second largest numerical gain of 2,234,276 although its per cent of increase was less than one-third as great as the Pacific Coast commonwealth. Michigan, Texas and Illinois each showed an increase of more than 1,000,000, while Pennsylvania, Ohio and New Jersey each gained more than 800,000.

From the standpoint of markets, however, it is not enough to study the changes in population by states. Very

frequently these changes have been confined to certain sections of a state for specific reasons. Thus the great gains in California took place largely in the southern part where a number of cities recorded gains of more than 100 per cent. In Alabama more than one-fourth of the state's total increase occurred in one large industrial city. Georgia as a state showed a small decline in population although its largest city gained nearly 35 per cent over the 1920 population in the same area.

The first breakdown in such a study would be by counties in order to localize the increases and decreases and then a study of the factors which brought such changes about. Such a study, which lies beyond the limits of the present discussion, will give a good background for the determina-

(Continued on page 76)

# Wholesale Grocers Attack Some National Advertisers

THE wholesale grocer and the independent retail grocer are in something of a "death struggle" with the food manufacturer, according to a bulletin recently issued by the American Wholesale Grocers' Association. Issued when innumerable and costly problems of distribution demand the finest spirit of understanding and cooperation for their solution, this bulletin indicates a growing resentment and antagonism on the part of a most important factor of food distribution against the manufacturers of nationally advertised brands.

The bulletin also indicates that the existing antagonism is not without justification. "We are being faced daily," it states, "with transactions that in their nature must stir the righteous blood of any man." These transactions involve objectionable sales plans, granting of concessions and special discounts to chain distributors that enable them, in some instances at least, to retail the goods at lower prices than the wholesale grocers are required to pay.

The first of three transactions discussed by the bulletin is the "1930 Octagon Soap Extra Profit Plan," which is explained in this way: "In its operation this so-called 'Extra Profit Plan' very clearly results in a lower price to one distributor as against another. Such is usually the result of these high-pressure efforts of a manufacturer to increase his 'turnover' while overloading the jobber and retailer."

A circular issued by the Colgate - Palm-

BY JAMES TRUE

olive-Peet Company is the basis of the claim that the company, "with their already established demand for Octagon soap, will club the susceptible wholesale grocer into compliance with that circular." Then the bulletin adds: "You are entitled to the lowest price, and such is not assured you by this 'Extra Profit Plan.'"

Wholesale grocers, it is also claimed, have written the office of the associa-

tion condemning the plan. "However," the bulletin adds, "the trap is a perfectly plain and wide open one, into which any wholesale grocer can enter or stay out, as may be his choice."

While the details of the Octagon soap selling plan are not revealed, it is obvious that the largest producer in its line in the country, and one of the largest national advertisers, has adopted a selling plan that is demoralizing its distribution by arousing antagonism and building up sales

resistance in a most, if not the most, important distributive channel for its products. In other words, it appears that a company which is most efficient in its production and advertising methods has adopted a selling plan that seems both archaic and uneconomic.

The second transaction complained of is a shipment by the American Chicle Company of a small quantity of chewing gum to a chain store in North Carolina at a 20 per cent extra discount. The wholesale grocer who made the discovery remonstrated, and the bulletin reports that the Chicle company dodged the issue by replying, "in the case of the chain store located in your town, the 20 per cent advertising allowance is designated to pay for counter space and the support of the sales people. We are not questioning the justice of your claim that one individual retail store should not be entitled to a better price than you receive . . ." The company then allowed the wholesale grocer

## And It's Not Just the Food Manufacturers

Editor, Sales Management:

With reference to your article upon the private brands from *Sales Management* of August 9, I think you express the comment in which I am most interested in the question: "Is the private brand rage attributable to economic weaknesses in the selling policies of national brand promoters?"

I think the answer to this question is "yes." I am very much in sympathy with the distributor who is trying to conduct an efficient business at a net profit and is being continually approached with the argument used by some manufacturers that he should sell their article at a loss and that he has to have the article.

Many national brands are being discarded by some distributors, because of this policy of a few manufacturers. It is a shortsighted policy, in my estimation, injurious to the manufacturer who encourages or permits this argument, to all other nationally advertised products.

Manufacturers should recognize and assume their responsibility for seeing that all necessary and efficient factors in distribution receive the hire of which they are worthy.

The distributive branch is becoming more competitive and distributors of different types are tending toward costs of distribution not considerably different.

Chain organizations are having difficulty in maintaining their former degree of advantage and many agencies are assisting the independent trade to get upon a competitive basis with their chain competitors. As this trend continues, manufactured products of all kinds will eventually be measured for the distributors' favor, upon the basis of their ability to make a net profit.

This, I believe, will re-act to the benefit of those manufacturers who soundly accept their responsibility for a reasonable return to the distributor.—H. R. Drackett, President, *The Drackett Chemical Company, Cincinnati*.



Wholesale grocers have set up a cry against food manufacturers who resort to questionable merchandise practices. Through the American Wholesale Grocers' Association they protest against "extra profits" and special discounts for big buyers, pointing out how private brands are the weapons to use against such practices.

the 20 per cent extra discount, but with the qualification, "we cannot allow the discount on any future shipments," and, still according to the bulletin, followed with this remarkable statement:

"The same merchandising plans we have in operation are employed by any number of concerns, and in order to be consistent with the position you have taken with us it would be necessary for you to come to a 'show down' on a great many items you carry." And the bulletin further reports that this is signed "American Chiclé Company, W. R. S."

### Winning Ill-Will

The comment of the grocers' association on this transaction is evidently not intended for further publication, but the bulletin plainly indicates the organization's determination to bring about a "show down" on as many transactions of the kind as possible. The most significant fact disclosed is that a prominent manufacturing company would do anything in the name of advertising that has the capacity to advertise its uneconomic merchandising methods so disastrously, as well as its merchandise, to a factor that controls the distribution of some two-thirds of the volume of the country's prepared foods and other grocery products.

The Kraft-Phenix Corporation furnishes the third transaction complained of. The bulletin states that this company has written one of its distributors (evidently a wholesale grocer) as follows:

"You are to bill Woolworth company Kraft Cream Loaf Products at the list price of forty-two cents a pound less 5 per cent. Kraft five-pound loaf cheese will be priced to them at three cents over your net delivered cost.

"Remittances will be made to you from the office of the Woolworth company, but it is necessary that you furnish the fountain manager with an itemized invoice at the time of the delivery.

"Although to you, the unit volume



*"When the manufacturer is caught in a lie, the retailer in turn may lie to his customer: 'Sorry, but since the price was reduced the quality is so bad that we don't carry it.'"*

on Kraft-Phenix products to be had from each of these Woolworth stores may appear comparatively small, we remind you that the aggregate can and will certainly be tremendous. It is of the utmost importance that you give the Woolworth stores the most efficient service of which you are capable so that we may emphasize this point in our efforts to secure their authority for you to sell their units other products. We anticipate your complete cooperation."

"Do these cheese makers," the bulletin asks, "give the same advantage to your independent retail merchant? Insist that they do! Why should Woolworth own a manufacturer's product at a lower price than a wholesale grocer? Let the Kraft-Phenix Cheese Corporation justify that. They can not!

"It may be that the Kraft-Phenix Cheese Corporation will be able to find wholesale grocers to distribute their products to Woolworth and other chain stores at less than it costs the wholesale grocer to perform the service; but if they do, that will be the Kraft-Phenix Cheese Corporation's good luck and the wholesale grocer's misfortune."

Although economists and all leading authorities are agreed that the unprofitable distribution of any product

is uneconomic and must eventually bring about some degree of demoralization and loss, it appears that here is a leading manufacturing concern that has adopted a plan whereby it intends to induce wholesalers to distribute its products at a negligible profit if not actually at a loss to preferred accounts.

In closing, the bulletin assures the membership that the association, in so far as it is able to discover "these injustices," will continue to pass along the information in order that the wholesale grocer may be assisted in making his purchases at proper cost. In the past, the militant president of the American Wholesale Grocers' Association, J. H. McLaurin, has passed along many injustices of the kind with his analysis and pungent comment. In several instances, he has published in the bulletins of his organization the emphatic denials of executives of prominent food manufacturers that their companies have granted any concessions or secret discounts whatever, and has followed up their statements with the publication of the evidence of their discrimination and misrepresentation.

Manufacturers who are at a loss to understand the reason for the widespread and growing adoption of private brands will find a large part of it  
(Continued on page 72)

# Some Modern Evolutions in Marketing

BY RAYMOND BILL\*

**M**ODERN evolutions in marketing and business conditions are so intertwined that they cannot be wholly divorced. The radical change in business conditions is responsible for many changes in marketing policies and methods, and the degree to which we individually keep up with these modern evolutions will in no small measure constitute the answer to our personal success and failure.

Let us briefly review the more significant happenings of recent date. Without fear of the task being too tremendous to tackle, let us see if we cannot resolve events of the last year and a half into the most important things that have transpired.

## Trend Toward Securities

*First:* Stockbrokers sold the American people at large on the value of listed common stocks as investments and also on their remarkable speculative possibilities. The results have proved a bitter lesson to a public who no longer has either the inclination or much of wherewithal to speculate extensively in stocks. The trend is now definitely toward securities with an assured yield at a reasonable rate.

*Second:* Because the public attitude has changed toward stocks the underwriting bankers are not nearly as eager to foster and promote mergers and for the most part are engaged in merger operations only where distress conditions with an individual company or within an industry as a whole compel action of some kind.

*Third:* Company executives already beset with the many serious problems of a deflation period are hesitant to embark on ambitious programs for expansion. Furthermore, they have lived too close to the practical results of mergers to be unmindful of the many hazards involved. They, too, are interested in mergers mainly where distress is the compelling force with themselves or a competitor. All this is quite different from the attitude which prevailed during the so-called merger era when virtually all companies were prospering and mergers

were premised on combinations of success instead of unions with complete or partial failure.

*Fourth:* Commodity prices have declined to a point where they now show some real signs of becoming stabilized. This decline was inevitable not only because of world-wide overproduction but because following every great war there must be a deflation in prices to offset the inflation for which war alone was responsible. We are not yet back to a normal post-war level as measured by the pre-war standards, but in our own country the substantially higher labor scales as measured by pre-war pay give much promise of commodity prices having reached bottom. The answer from now on appears to lie in whether we maintain labor scales—therefore, let us hope that our industrial leaders will unanimously practice what they preach, a thing which unfortunately has not thus far been 100 per cent the case.

## Production Not Paramount

*Fifth:* Production became rampant and is no longer in demand. With overproduction forcing liquidation and price-war competition in almost all lines of business, the men who possess the ability for quantity production are no longer at a premium. Even production brains that create new economies are of questionable temporary value when their methods involve immediate substantial decreases in employment.

*Sixth:* Capital has overdone its job. Not all of us could get all the money we wanted during the boom period but enough hundreds of millions were poured into a sufficiently varied group of enterprises to prove to virtually everyone's satisfaction that money of itself cannot and does not assure success. Money needs plans, policies, and men to make it worth anything in a going business, and even then it can never play a role better than that of second fiddle. Formerly we did not know that, but we do now—and most important of all, so do the banking interests, who alone can supply capital

in quantities of super-size, know it.

*Seventh:* Sales volume purely for the sake of breaking records has proved itself a bugaboo and was so heralded more than a year ago by the editors of SALES MANAGEMENT when they referred to it as a disease under the label of Volumitis. Today we can check up the profit and loss results of those concerns whose sales gains were featured most. No longer can company officials or stockbrokers mislead themselves or anyone else. Many companies took on large volume orders only to find their cost computations were wrong, or that they had merely replaced more profitable sales previously made through other channels. In no small number of industries, profitless sales became the rule instead of the exception. The passion for increased sales which, to some extent, was fanned by professional advertising men and representatives of the press developed into a decided curse which greatly amplified the severity of the depression. Sound leadership was extremely slow to develop in spite of the warnings sounded by a number of newspapers and business papers of which SALES MANAGEMENT was one. It seemed to be one of those cases where the patient had to become critically ill before consultations would be called to devise remedies. Presumably never before have American business men proved so blind to their own shortcomings.

## Needed: Sales Management

*Eighth:* And now we are getting more nearly up-to-date. It has dawned upon American business men, including those composing the financial interests, that what was needed most is sound and competent sales management. Please note that I did not say sales managership, but sales management in its broadest and most important sense. Suddenly as if by magic—and of course, there is no magic involved—there sprang up a general recognition of the fact that there is a fundamental difference between successful selling, i.e., profitable selling

\*An address recently given by Mr. Bill before the Advertising Club of St. Louis.

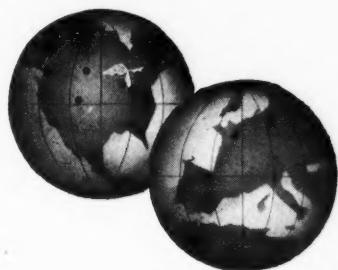


## THE WORLD THAT FOUND ITSELF

YOU will remember Kipling's ship which was a dissonance of voices — of rivets, of beams, of engines, of deck planks — until the stress of a storm blended them into one voice, and that was The Ship.

So with the world, whose voices of yesterday were of London or of Paris, or of New York, or of Berlin — but from whose dissonances is now emerging one voice — which is The World.

Working for many years with manufacturers whose products have crossed the boundaries of states and nations, we have branched into eleven offices in North America and three in Europe — the better to understand the Voice of the World, and speak its common tongue.



# McCANN-ERICKSON INCORPORATED

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • DENVER  
SEATTLE • LOS ANGELES • TORONTO • MONTREAL  
VANCOUVER • WINNIPEG • LONDON • PARIS • FRANKFORT a.M.



with true foresight, and just plain selling for volume's sake. This is very significant progress, for in successful sales management lies our great hope of overcoming the problems of overproduction and the weaknesses of excess capital.

And what a wonderful opportunity this situation presents for men who possess real ability in selling. Perhaps never before has there been such an outright challenge to brains—just brains. Possibly never have the wheels of industry and commerce been so highly dependent for motive power and guidance on the human skill of individual men. These are indeed thrilling times for those of us who love to think of business in terms of human beings rather than money and things material. The business Napoleons of today do not require wealth or established power; they must have intelligence backed by actual experience.

How inspiring! How really fine it is to know that men who know what they are talking about are rapidly coming into their own and that egotists whose opportunist success caused them to profess knowledge are going by the board. That is life as it should be but not as it has been painted during the last year or two.

### Reward for Ability

For most of us, even if not for all of us, it is rather consoling to know that one does not have to be on top to get on top—to know that men, as just plain men, have a bigger and better opportunity to prove their respective abilities and to obtain adequate reward therefor—to find that the bigness of a company does not necessarily assure its success, and conversely that the smallness of a company does not necessarily presage its failure—to discover that all companies, big or small, when given a board of directors endowed with ample financial experience and ability and when given company executives who are thoroughly able at the production end—still need men of superior marketing attainments to succeed at all.

I do not know when I could bring a more cheering message to those who are engaged in the selling end or who belong to the advertising profession. With marketing ability now definitely on top in company management as a whole and with advertising playing an ever more indispensable role in successful marketing, the future is indeed bright for men with any considerable amount of ability.

But like all good things presented, so to speak, on a platter, there is a catch somewhere. The catch in this

instance seems to lie in how seriously we who are so selfishly concerned take our work and responsibilities.

In all seriousness I say to you that business needs a house cleaning such as it has never before been given. No, I do not refer to the so-called ethics of selling and of advertising. I have in mind something much more basic, namely, the honesty of purpose which governs those who are directing companies and determining the merchandising policies of their businesses. Their advice and counsel and their carefully studied out recommendations have not always been fair or characterized by honesty of purpose. In addition to this undermining tendency there has been too much pure and unadulterated bunk; in fact, in certain quarters bunking has been developed to a fine art—if the word "art" can be thus contaminated.

### Many Misfit Roles

Then there is the matter of intelligence and the question of experience. Not all company executives are fairly accountable for their failings in ability, their smaller mental capacity and vision or even their dearth of practical experience in merchandising. Many of them have been thrust by powers—that-be into roles for which they were not qualified and which their own calm judgment told them to avoid.

Such things, however, help neither the reputation nor the honor of business. In prosperous times, it is relatively easy to put things over, but when companies have to fight hard for every dollar's worth of business the soft brains, the misfits and the traitors in the marketing machinery are bound to come to light.

Not enough people in industry and in the banking world seem to be conscious of the fact that there is a limit to the total amount of volume any company can well afford to seek, and that the big idea is not to see how quickly sales can be run up into gigantic figures, but rather to see how the capital entrusted to the management can be employed most efficiently and resultfully from the standpoint—jointly—of employees and stockholders.

There is not much need of going on. Some of you men know more about the petty and major evils of business than I do. However, knowledge of their existence is not the point. It is their elimination with which we are all most concerned. If we let usage however long constitute an acceptance and indorsement of malpractice we shall have only ourselves to blame if through failure to meet the challenge of these immediate times we are forced to hang our heads low

instead of high and proud and to hang out empty pockets instead of impressive bank balances.

In such matters we need only one guide—our individual conscience. Whatever our line of endeavor, we need only to ask, "Would I spend my own money the same way if I owned the business? Would I turn this or that proposition down with such scant and superficial consideration if the success of the business depended solely on me and was being conducted wholly for my benefit?"

The business man who cannot meet such tests properly is not, when all is said and done, worth the powder to blow him to hell, though sooner or later he will get blown there. The man to whom the unselfish attitude toward the interest of employees and stockholders becomes gospel is definitely headed toward better things, as is also his company.

And so, even while bringing a message of good cheer as to what the future holds, I have been equally frank in pointing out that there are some past sins which need wiping out and that future success depends more upon our individual intelligence and ability than on any other single factor.

### Study Marketing Thoroughly

Now in order to develop real sales ability my suggestion is that you study intensively the problems of marketing as a whole rather than to steep yourself only in knowledge of your own company, *per se*, because a good executive must comprehend marketing as a whole. The man who limits his studies and knowledge to only one line must always be an employe instead of a power.

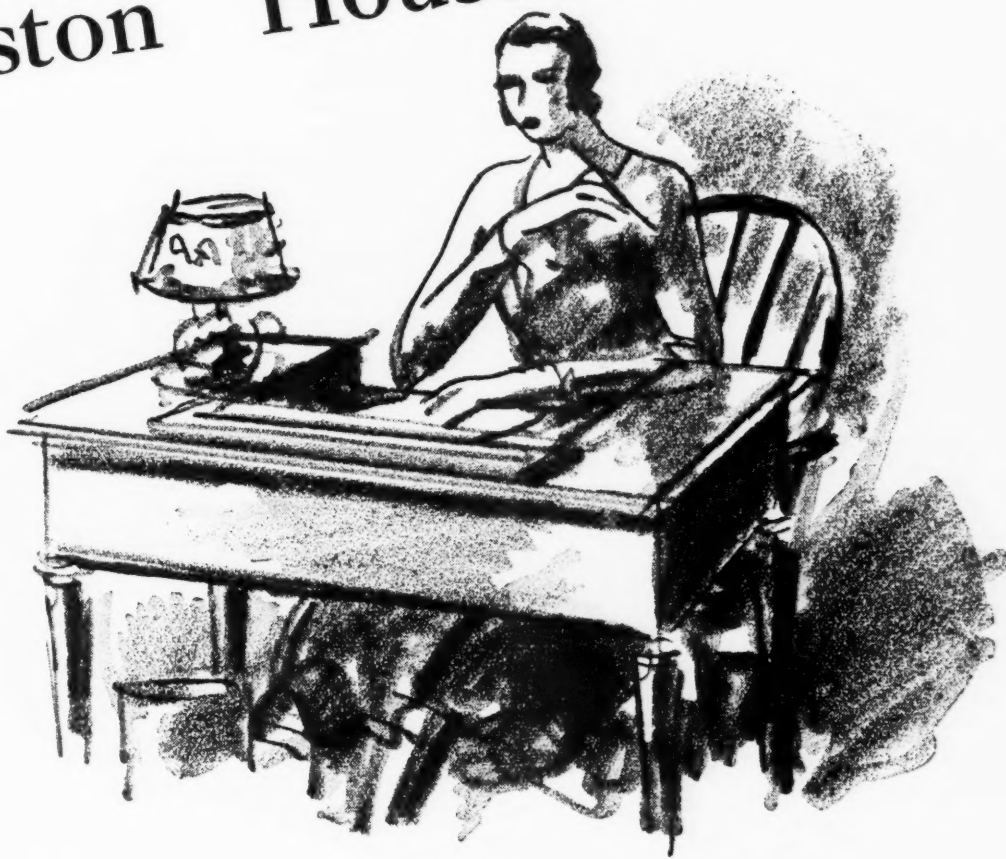
But to get back to my present subject: Among the other factors which constitute modern evolutions in marketing I should like to mention these:

1. *Radio*: So far radio has not shown that it can do a complete merchandising job solely by itself, nor does it seem likely to, but it has in a diversity of industries proved a very powerful sales stimulant, particularly when used in conjunction with printed advertising. The two mediums are so complementary to each other that no company executive or advertising man should fail to keep himself posted regarding current developments in radio broadcasting.

2. *Chain Stores*: The situation regarding chain stores is still in a state of flux. The so-called price advantage which chains at first held over the independents has been so nearly eliminated that the chief factors of competition between chains and inde-

(Continued on page 78)

# Boston Housewives



## help Edit this Paper FOR THE HOME...

EVERY DAY for the past thirty-six years the Boston Globe has published a department devoted to women and women's problems.

Housewives in the Boston Trading Area use this page as their forum . . . avidly read its household advice . . . interior decoration counsel . . . beauty hints . . . recipes. It is edited, practically, by those who read it, thousands of editorial contributions being received yearly from housewives.

Other features published daily and Sunday have an equal appeal to other members of the family. In many ways the Globe is definitely edited *for home reading*.

And circulation figures prove that the Globe is the "home paper" of the Boston Trading Area.

Not *daily* circulation figures. They tell little. Too many thousands of evening papers bought downtown and carried out to suburban homes. With two Boston papers selling space only on a morning and evening combination basis, no detailed town-by-town circulation comparison of Boston *daily* papers is reliable.

*Sunday* tells the story. On Sunday all papers are

bought in the reader's neighborhood, and every paper is a "home paper." A comparison is fair . . . accurate.

The three Boston papers carrying the largest volume of advertising each publish a Sunday edition.

One loses 18% of its daily circulation in the 30-mile trading area. Another loses 58%.

The third, the Globe, has practically the same circulation seven days a week in this same market.

Boston department stores—keen judges of home leadership—use more space in the Globe, daily and Sunday, than in any other paper.

The whole Boston newspaper situation is analyzed in a booklet, "Reaching Buying Power in the Boston Market." Write for a free copy.

## THE BOSTON GLOBE





Photo by Ewing Galloway

# We're Not Too Poor to Play

BY LAWRENCE M. HUGHES

**F**ORGET for the moment those rather cheerless figures on railroad car loadings, bank clearings and building operations—forget even unemployment and the falling off of profits. There's life in the old nation yet, for we still know how to play.

We are playing more in this "bad" year of 1930 than ever before. The number of tennis courts, the number of golf courses is larger by hundreds than a year ago; and this does not include the 25,000-odd pee-wee golf courses that have arisen lately on almost every vacant corner. People are waiting in line to get at them. Thousands who never held a club before are going through insurmountable obstacles to beat par. Some 60,000 young men just now are going out for football, in the hope that several millions of us will see and appreciate what good fighters they are.

It has been said that the depression is mainly psychological. If that be true, it was born of fear and caution. It will be overcome by courage and by action.

In the industry which supplies the equipment for play, there is plenty of evidence that we haven't lost either our incentive or ability to act for ourselves. In that industry you will note many signs that the depression has already passed—that it has, in fact, hardly even been felt. They indicate clearly that neither the buying power nor the buying incentive of the American people has been materially impaired.

For athletic equipment we shall spend this year from \$60,000,000 to \$65,000,000. The total is expected to be larger than in any other year in our history; larger, too, than all the rest of the world combined.

This money is spent for sporting goods. It does not include golf club memberships, nor what happens at the nineteenth hole. About a third of it will be spent by American boys and girls: by the sand-lot crowd who don't give a darn about railroad car loadings or bank clearings, but who are interested primarily in having a good time, and who, whatever the business conditions, always manage to find ways to get their parents or themselves to finance it.

Another third will be spent by educational and civic institutions for athletic equipment to be used, usually without charge, by young people.

The remaining third is contributed chiefly by you and me.

Of the \$60,000,000 business, nearly half is being done by one firm, A. G. Spalding & Brothers, of New York. Spalding is the General Motors or the United States Steel of sporting goods. With fifteen factories here, and in Canada, England, Wales and France; with forty-nine retail and seventeen wholesale stores in the United States, and twenty-five others in Canada, England, Scotland, Ireland, France, Belgium and Australia—90 per cent of the merchandise sold in which is made in the company's own plants—Spalding's volume in the United States is as large as the thirty or more other companies combined.

The Spalding business has increased consistently, without much regard for general business "depressions," for fifty-four years. For the fiscal year ending last October 31 sales were \$27,886,334, net income \$2,050,446. At present Spalding sales are at the highest level in history—running

about 5 per cent ahead of last year. Domestic sales alone for the nine months ending July 31 were \$19,292,512 and foreign \$2,219,366. Autumn, aided by collegiate football, is probably the best season.

The expansion has been the result of careful planning and consistent effort. From a marketing standpoint, J. W. Curtiss, president of Spalding and an employe for forty-six years, emphasizes the value of stimulating civic playground programs—an important part of the local store manager's work.

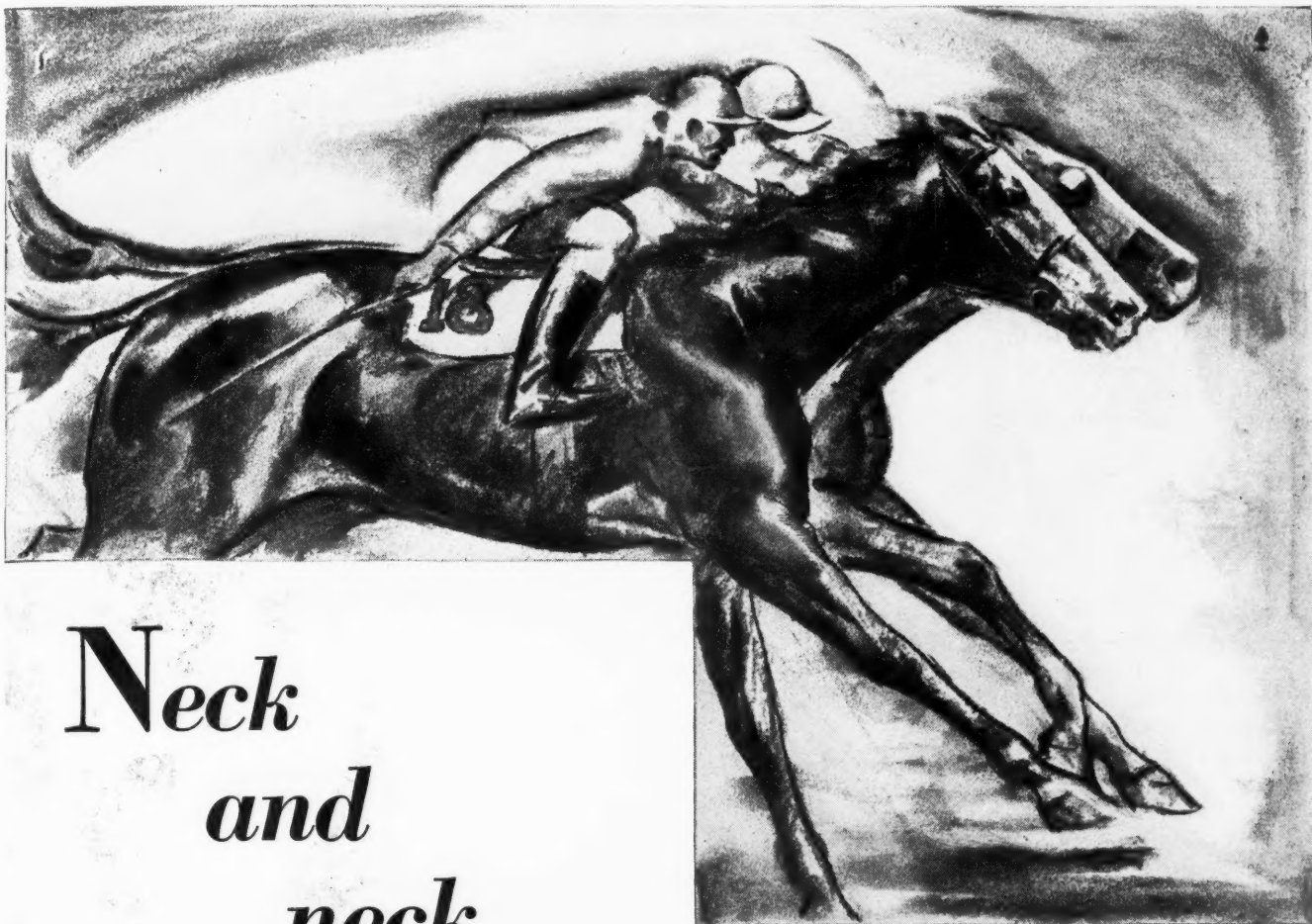
Even dominant companies must keep their goods before the public, and Spalding now spends in advertising nearly \$1,000,000 a year. The advertising budget is based on past sales volume—roughly, 3 per cent for local advertising in newspapers, window materials and other media, and 5 per cent for national, in magazines, business papers and catalogues. This national advertising is handled by the Young & Rubicam agency. The magazine campaign is devoted to specific products. A large part of this program is run in the summer, on bathing suits.

Although Spalding is now almost world-wide in scope, the principal sporting goods market, Mr. Curtiss believes, will remain in the English-speaking countries. Eighty-seven and one-half per cent of the present volume is now in the United States. The remainder is done almost entirely in the British Isles, Canada and Australia.

"There is no other sporting goods market that amounts to anything," he

(Continued on page 77)





# Neck and neck against **COMPETITION**

**N**IP and tuck against a field of speedy rivals . . . it's **FLASH** that counts today! A day saved in a price change announcement—thousands of dollars gained! Hours ahead with a new policy—thousands of customers swung into line!

"Let's tell them with a Multigraph campaign." Idea at one p. m.—proof O. K. at two-thirty—letters in the mail at five-thirty p.m.—that's a fair sample of the way many a sales and advertising executive is beating competition today . . . reaching preferred prospects promptly with individualized selling material.

Rapid typesetting—rapid printing or typewriter reproduction—rapid addressing—rapid folding—the Multigraph line includes COM-

plete equipment for swift action in reaching customers, salesmen, dealers, jobbers, or branches.

Ask any Multigraph representative to tell you how leading national advertisers are increasing the effectiveness of their appropriations by using Multigraph equipment for modern selective selling.

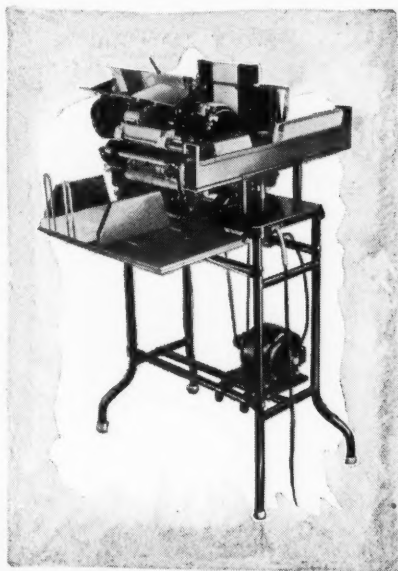
The American Multigraph Sales Co.  
1832 East 40th Street Cleveland, Ohio

The Multigraph Sales Co., Limited  
137 Wellington St., W. Toronto, Ontario  
(Or consult your telephone directory)

*get your extra speed with*

## *The MULTIGRAPH*

*With speed and economy the Addressing Multigraph writes the letter, fills in an exactly matched name, address and salutation, completes it with a convincingly personal signature, and addresses the envelope.*



# Direct Mail Convention Honors Outstanding Campaigns

BY L. M. COLE

**M**ILWAUKEE, October 4 (*Special to SALES MANAGEMENT*) William A. Biddle advertising manager, American Laundry Machinery Company, Cincinnati was re-elected president of the Direct Mail Advertising Association, Inc., at its thirteenth annual convention and exposition held in Milwaukee, October 1, 2 and 3.

Harold C. Lowrey, president, Harold C. Lowrey Organization, Toronto, Canada, was re-elected vice-president, and Frank L. Pierce, Detroit, was re-elected secretary - treasurer. Ben Sweetland, president, Sweetland Advertising, Inc., and a member of the board of governors last year, was elected vice-president to succeed William R. Ewald of Detroit.

## Large Attendance

With the registrations approximately 2,000 and the attendance running into many thousands, most of the credit is given to the six-piece mailing campaign carrying the slogan "Direct—to Selected Markets," sent during the summer selling attendance and space at the business show. This slogan identified all convention activities during the three-day program at Milwaukee.

In 150 booths individual firms displayed their products or services relating to advertising, merchandising and sales promotion work. An exhibit of the past year's outstanding direct mail campaigns was a feature of the show.

Of the seven special trophies offered this year, two were eliminated for lack of entries. The other five were awarded as follows:

The Selling Blotters Trophy, offered annually by the Albermarle Paper Manufacturing Company, Richmond, Virginia, won by Standard Accident Insurance Company of Detroit. Judges were Earl Sood, Pittsburgh Plate Glass Company; Forrest U. Webster, Cutler-Hammer, Inc., and Fred E. Eriksen, Milwaukee Electrical Railway and Light Company.

The Multigraph Trophy, of the American Multigraph Sales Company, Cleveland, was won for the second year by Sampson and Murdock Company, Boston, for the campaign of the Working Men's Cooperative Bank of

Boston. Judges were H. G. Hoffman, Allis-Chalmers Manufacturing Company; J. A. Smith of Jack Carr, Inc., and C. F. Schilke, Freeze-Vogel-Crawford, Inc.

Postage and Mailbag Trophy went to the Turner Construction Company, New York. Judges: Harold Strouse, Harnischfeger Corporation, West Allis, Wisconsin; Lee Archer, Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, and C. M. Cheadle, Kearney and Trecker Corporation, Milwaukee.

The Cleveland Folding Machine Company Trophy was won by the Stratford Press of Cleveland for the best designed and developed specimen of printed sales literature during 1930. Honorable mention was given: Corno Mills, East St. Louis, Illinois and Burroughs Adding Machine Company, Detroit by Homer J. Buckley, Buckley, Dement and Company, Chicago; Norman T. A. Munder, Norman T. A. Munder Company, Baltimore, and Fred E. Johnson, Johnson Printing Company, Dallas, Texas, judges.

The Silvertone Trophy of the Standard Envelope Manufacturing Company, Cleveland, was awarded to Frank I. Cash and Associates, Chicago, and judged by Walter Haise, Robert A. Johnson Company, Milwaukee, and A. J. Gerlach, National Equipment Corporation.

## Governor Kohler Speaks

The Honorable Walter J. Kohler, governor of Wisconsin and president of The Kohler Company, headlined the program at the opening general session. "Advertising is accepted today as one of the outstanding factors in salesmanship. There are a multiplicity of mediums available to modern business, including newspapers, magazines, direct mail, show rooms, outdoor, catalogs, radio and movies, and in the future television may be used extensively," he said.

"In my own experience we have employed most of these mediums. For control of performance and avoidance of waste in circulation direct mail is the logical media as it reaches a selected class, practically handpicked buyers. It is not in competition with other forms of advertising, but rather supplements them."



*William A. Biddle, re-elected president of the direct mail association.*

The general session Thursday, October 2, presided over by C. C. Younggreen, opened with an address by Gates Ferguson, advertising manager, International Telephone and Telegraph Corporation.

David Lawrence, editor, the *United States Daily*, Washington, D. C., spoke on "Looking Ahead in Government and Business."

C. L. McMullen, president, Fuller & Johnson Mfg. Company, Madison, Wisconsin, in speaking on "Personal Salesmanship," dealt chiefly with the fundamental principles of selling by personal contacts, amplified by concrete illustrations from personal experiences.

The international board of governors of the association consists of Mr. Biddle, Mr. Lowrey, Mr. Sweetland, Mr. Ewald, W. C. Dunlap, Clarence E. Fisher, Ben C. Pittsford, Elmer J. Roeper, Charles R. Wiers and Leonard C. Raymond.

Paul S. Van Auker, convention manager, will establish new headquarters in the Hotel Statler, Buffalo, by January, 1931, for the next annual convention and exposition.

# St. Louis

## The Time-Saving Bridge to Business!

"Of all inventions, the alphabet and the printing press alone excepted, those inventions which abridge distance have done the most for civilization."

—MACAULAY, (*History of England*)

THE St. Louis manufacturer has the tremendous advantage of quick deliveries to his trade. From no other major distributing city is there anything to compare with the certainty, speed, and scope of the St. Louis Package Car service on L. C. L. merchandise shipments.

By a system of checked delivery time, and the issuance of monthly reports showing actual performances of each railroad to the principal centers of the country, service from St. Louis provides an astonishing degree of maintained time-saving. Summaries for the month of June, 1930, for example, show that 96.95% of all the 16,552 St. Louis Package Cars arrived at destination either on time, or ahead of schedule.

Expedited fast freight means to you and your customers:

- reduced inventory requirements
- practical service for "hand-to-mouth" buying policies
- reduction of insurance costs
- quicker collection of drafts
- less capital tied up in "goods afloat"
- increased customers' goodwill

Is it any wonder that merchants prefer to buy from a market which possesses such practical distribution advantages?

A study of the June report of St. Louis Package Car shipments shows the precision with which this service is operated, and the frequency with which even its fast schedules are beaten in arrivals at destination.

*Examine these illustrative schedules, and compare them with actual performances:*

ST. LOUIS TO	SCHEDULE	ACTUAL TIME OF ARRIVAL
Baltimore.....	4 days.....	5 Cars on time; 19 Cars, 3 days
Cedar Hill, Conn.....	4 days.....	6 Cars on time; 11 Cars, 3 days
New York.....	4 days.....	9 Cars on time; 14 Cars, 3 days
Parkersburg, W. Va.....	3 days.....	7 Cars on time; 17 Cars, 2 days
Philadelphia.....	4 days.....	11 Cars on time; 33 Cars, 3 days
Pittsburgh.....	4 days.....	15 Cars on time; 35 Cars, 3 days
Akron.....	3 days.....	3 Cars on time; 23 Cars, 2 days
Waverly Transfer, N. Y.....	4 days.....	6 Cars on time; 21 Cars, 3 days
Laredo, Texas.....	4 days.....	4 Cars on time; 30 Cars, 3 days

\* \* \* \* \*

Why does not your Company take advantage of such superior service? Why not, by locating your branch factory, warehouse, or distributing headquarters in St. Louis, utilize these time-saving

distribution facilities? All the real facts about "St. Louis—the Distributing Center" are yours for the asking. Address The Industrial Bureau of the Industrial Club, 507 Locust St., St. Louis, Mo.

■ INDUSTRIAL BUREAU of the INDUSTRIAL CLUB - ST. LOUIS ■



## American Introduces Machine-Made Pianos; to Combat Radio

Pianos produced by machine methods and sold at reductions of about 25 per cent, will be put on the market November 1, by seven concerns affiliated with the American Piano Company, New York, in an effort to combat the growth of radios.

The group plans to abandon almost entirely the handmade piano and adopt new machine methods evolved by Dr. C. N. Hickman of the American Telephone & Telegraph Company, who has been studying the piano industry for several years.

The announcement was made by Berthold Neuer, vice-president of William Knabe & Company. The participating companies are Knabe, Chickering & Sons, J. and C. Fischer, Marshall & Wendell, Ampico Corporation, Haines Brothers and Foster & Company.

"Since Joseph Chickering made the first over-strung piano in 1823," Mr. Neuer said, "the methods produced by Dr. Hickman are the first radical changes made in the piano. The new pianos which will be placed on the market on November 1 will have greater beauty and tone than the manufacturer was able to produce before; they can be repaired easily because of the interchangeability of parts and every piano of a type will have the same qualities."

The new pianos, he added, will be made in all models now on the market and will also be produced in a specially constructed small type and in period designs.

## Bread Promotion Plan Postponed to 1931

The "Eat More Bread" national advertising campaign of the American Bakers' Association will probably be postponed until next year, Robert E. Sullivan, field secretary at Chicago, informed SALES MANAGEMENT this week. There was some discussion of the plan at a conference in Atlantic City a few weeks ago. Mr. Sullivan expects the national advertising committee to take action early in 1931.

## Hoyt Made Vice-President

Howard H. Hoyt has been appointed vice-president in charge of the New York office of Dyer-Enzinger & Company, advertising agency. Formerly with N. W. Ayer & Son for eleven years, Mr. Hoyt previously was sales manager of the Smith Motor Truck Company.

## Radio Advertising Invades Ireland

Advertising on the air has at last invaded the British Isles and England will soon be the only country not selling "time."

Radio stations at Dublin and Cork in the Irish Free State have contracted with Universal Radio Publicity, Ltd. for the allocation of one hour a day over a trial period from October 21 to the middle of December. The Irish press has raised no objections. Next year there will be a high power station at Dublin also available for broadcast advertising.

Recently many British advertisers have been using the Continental stations to reach their British public; the Revelation Suitcase Company inaugurated this form of publicity from Paris a year ago and has since frequently repeated the experiment. The Decca Gramophone Company has booked Paris time regularly throughout 1931. The Odol company is extending its radio activity and booking time on the South African stations for next year.

## Slump a Weeding Out Process, Says Benson; Sees More Promotion

The present period of depression will result in an era of a greater and more solid prosperity, John Benson, president of the American Association of Advertising Agencies, said this week at a banquet given by the Atlanta council of his organization.

The changing cycle will, he said, "result in the building of a future market that should have the effect of bringing about a general prosperous condition in every section of the United States. People now are being more cautious and are placing their money in the savings banks or investing it in sound business propositions. "This is teaching them the value of the dollar. It is true that people are refraining from buying even necessities, but the time will come when they will no longer be able to do without these things, and in the meantime they have the money with which to make the purchases that are bound to come." Mr. Benson emphasized the fact that the advertising appropriations of leading manufacturers and other business concerns will be larger in 1931.

## General Foods Trucks Distribute Glidden Line Nationally

Arrangements have been made by the General Foods Corporation and the Glidden Company of Cleveland for General Foods to distribute through its extensive truck system certain food products of Durkee Famous Foods, Inc., a Glidden subsidiary.

Chief among the products of the Glidden Company which will be handled under the new arrangement is the nut margarine manufactured and distributed under the trade-mark Troco. One or two other products manufactured by Glidden will be distributed by General Foods on a more limited scale, but the plan for Troco calls for nationwide distribution on all the General Foods trucks, which have hitherto distributed on a national scale only the Hellmann line of mayonnaise and related products.

This is said to be the first arrangement in the food industry between prominent national advertisers to distribute products on a nationwide scale. Hitherto such arrangements have been confined to smaller territories.

The plan will enable General Food Sales Company to round out the line of products for sale and distribution by trucks.

## Standard Brands Moves Closer to Its Markets

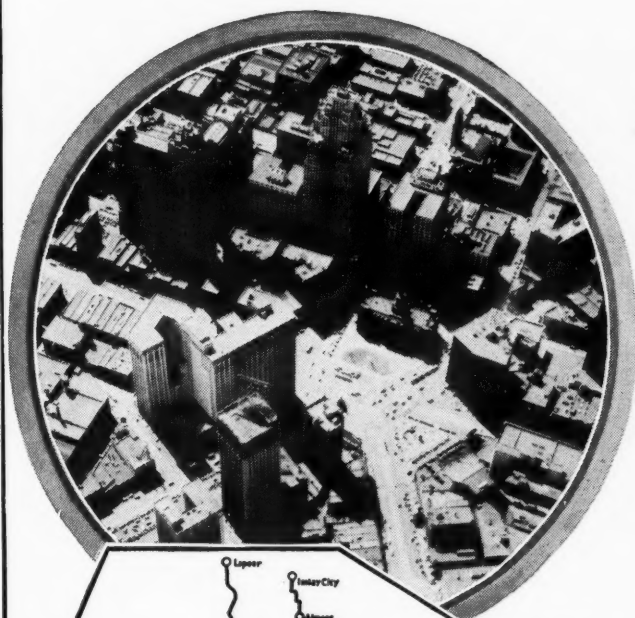
Five new coffee roasting plants, at Cleveland, Seattle, Los Angeles, Dallas and Birmingham, will be opened soon by Standard Brands, Inc., New York, for Chase & Sanborn coffee. The company now has plants at Chicago, Boston and Montreal.

The program of establishing coffee roasting plants close to markets is in line with the policy of Standard Brands, adopted last winter, of dating its Chase & Sanborn coffee.

## Milkman May Solve Waffle Problems

Por-On, a waffle batter already mixed for the iron and sold in paper bottles, has been developed by Modern Foods Company, San Francisco.

Arthur Arnold, general manager, who is supervising an exhibit this week at the San Francisco Food Show, plans soon to enlist the help of the early morning milkman in delivering it to homes before breakfast.



In the Detroit area The News has 74,000 more circulation than any other Detroit Newspaper.

# America's 4<sup>th</sup> Market is responsive to advertising

*The Proof—Detroit News Leads All Other Newspapers in America in Advertising First Eight Months of 1930*

No matter how you look at the Detroit market you can not escape the fact that it is the fourth largest market in America, that its million and a half people form in the aggregate a tremendous consumer volume. Are you getting your share of this business or are you allowing your competitor to score a goal by leaving the field wide open? Detroit offers to the aggressive advertiser unusual opportunity for economical selling because in this great market The Detroit News alone covers the field adequately by reaching practically four out of five financially able homes. This fact is substantiated by the remarkable record which The Detroit News has maintained during 1930. During the first eight months of this year it led every other newspaper in America in advertising.

## The Detroit News

THE HOME NEWSPAPER

New York Office  
I. A. KLEIN, INC.

Chicago Office  
J. E. LUTZ

Member 100,000 Group of American Cities



## Fruit Industries Start Drive Soon to Stimulate Home Wine-Making

Aided by the recent announcement of Prohibition Director Woodcock that his agents will not interfere with wine-making in the home, Fruit Industries, Ltd., of San Francisco, has just established sales headquarters at 270 Broadway, New York, and will start soon a nation-wide advertising program in newspapers and posters to promote the sale of concentrated grape juice. It is expected the entire program will cost ultimately \$5,000,000. Initial advertising will begin in Chicago and Milwaukee—the campaign being directed by McCann-Erickson, Inc., New York. Hugh R. Adams is general sales manager; H. Jay Burns, advertising director and assistant sales manager, and Rockwell Cochrane, account executive, with the McCann-Erickson agency.

The first campaign, probably 25,000 lines in each newspaper, will run until the first part of December.

"Speakeasies" and "blind pigs" as outlets will be barred—distribution being carried out through regular channels, such as groceries and delicatessen stores. The concentrate is expected to be sold in not less than gallon jugs. Fruit Industries, Ltd., is affiliated with the California Grape Control Board. Its principal objective is to obtain markets for surplus grapes—320,000 tons of which have just been purchased by the board, largely for by-product purposes.

Mr. Adams would not admit that the grape-juice concentrate would be sold for wine-making purposes. "The buyer may do whatever he wants with it," he said.

The campaign is expected to bring into sharper focus the prohibition question in the United States. "What will the ardent drys think when they learn that the Federal Government through its Farm Board has been lending money . . . to an organization in California which uses it to promote the 'home consumption of grape juices' and 'to acquaint all classes of consumers with their rights under existing laws?'" the *New York World* (wet and independent Democratic) asked editorially last week.

"The California grape growers, like so many others who get their living from the soil, are vexed with a huge surplus production. The Federal Farm Board has advanced their cooperative organizations a large loan to help them dispose of this surplus. The cooperatives see one outlet in the domestic winery, which various pro-

hibition officials, including our own Mr. Woodcock, have declared to be immune to Federal interference.

"Things have reached a queer pass when the Government is spending millions to suppress the manufacture and sale of any beverage containing more than a half of 1 per cent of alcohol and at the same time is lending large sums which are being employed directly or indirectly to promote the domestic production of a commodity which it is a crime to sell or transport."

### Republic Steel Forms Six Sales Divisions

Six main sales divisions have been established by the Republic Steel Corporation under the direction of Norris J. Clarke, recently appointed vice-president in charge of sales.

J. M. Schlendorf continues as manager of sales of the alloy division; W. F. Vosmer, the bar division; J. E. Holmes, pipe division; C. E. Hilkert, formerly manager of sales of by-products, will hold a similar position with the pig iron and by-products division; A. R. Johnson, formerly manager of sales of tin plate, with the sales sheet and tin plate division; and F. H. Loomis, formerly assistant general manager of sales of Midland Steel Products, manager of strip sales.

Sales headquarters will be at Youngstown, Ohio, for all divisions except alloy, which will be at Massillon.

### Bush Extends Service Throughout Europe

Contracts have been made by Bush Service Corporation, New York, with twenty-six European distributing companies, providing a coordinated network for Bush service with 400 European offices, together with 900 additional agents, Irving T. Bush, chairman of the Service corporation and chairman of Bush Terminal, announced this week. Eighty subsidiary companies are involved.

### Car Makers Unite

Cummings Car & Coach Company, Chicago, has entered into an affiliation with the J. G. Brill Company, largest manufacturer of electric railway cars in the United States. Walter J. Cummings, president of Cummings Car & Coach, becomes vice-president and a director of the Brill company, in charge of the western division, at Chicago.

### Wanted: 200-Year-Old American Businesses

Names of American business concerns which have survived two centuries are being sought by the George Washington Bicentennial Commission, Washington, which is preparing for the nation-wide observance of his two hundredth birthday in 1932.

Concerns patronized by George Washington will be given special prominence in the list. Among these are the Leadbetter Drug Corporation and the Alexandria Gazette, both of Alexandria, Virginia.

### Will Analyze Daytime Listeners Over Radio in National Survey

The daytime radio audience—the habits and manner of listening of the average woman in her home, her reactions to various types of programs and her schedule of daily activities—will be analyzed in a nation-wide cooperative study to be launched soon for advertisers, agencies, publications and broadcasting stations by the Arnold Research Service, New York. The work will start when 100 subscribers have been signed. Sixty thousand women will be personally interviewed by field investigators.

"There is still a great deal of uncertainty as to the value of advertising programs broadcast during daytime hours," explained Miss Pauline Arnold, head of the service. These programs, however, are of considerable value to the advertisers and agencies promoting home-used products, Miss Arnold said, as well as to broadcasting companies, "because there is comparatively little demand for this time."

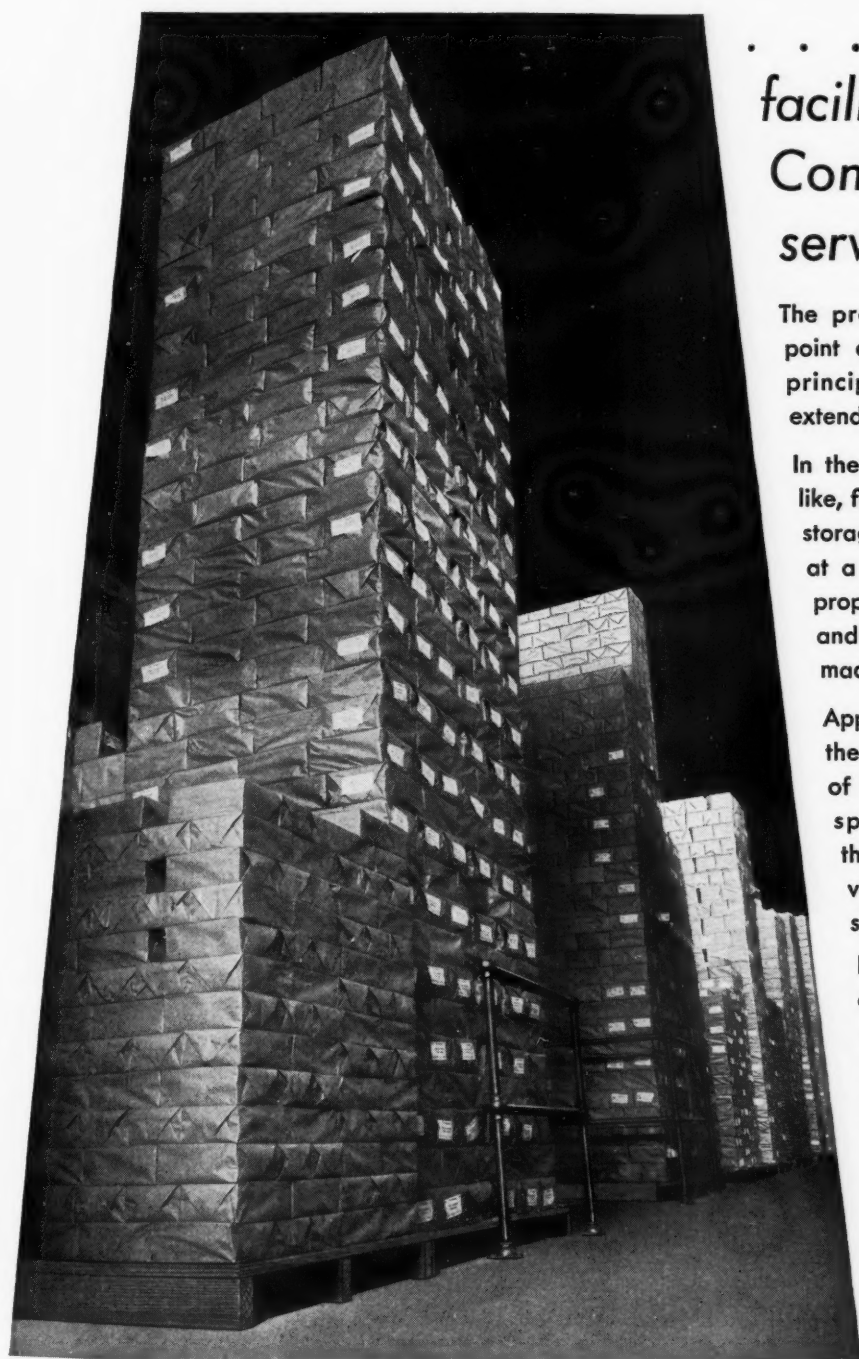
Other factors to be covered will include the average woman's acceptance of advertising; her desire for radio related to work or leisure; station preferences; standing of chain and local programs, and the actual and potential daytime radio audience as representing markets for various types of products.

### Bar Butter Substitutes

Grocery men of central California have started a movement which they expect will soon extend throughout the west, to discontinue the sale of butter substitutes, except when the wholesale price of butter exceeds 50 cents a pound. Manteca, a dairying center, is the starting point for the movement. Chain stores and independents in that locality are both signing the agreement.



# TOWERS OF BOOKS



. . . immense storage facilities are a part of Conkey book-making service . . .

The production of books that excel in every point of fine book-making is a Conkey "first principle", but Conkey book-making service extends beyond that.

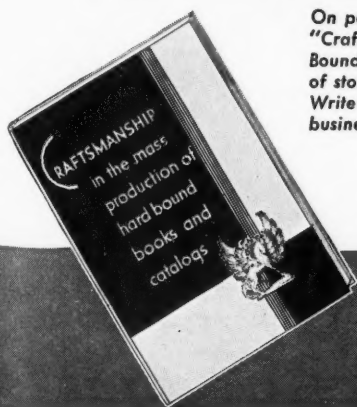
In the great Conkey plant an immense vault-like, fire-proof storage room accommodates the storage of as much as ten million volumes at a time. Protected by secure wrapping, properly labeled for positive identification, and piled in orderly "towers" Conkey-made books await their shipping orders.

Appreciating these excellent facilities for the protective storage and trained handling of their property, our customers ask only specimen copies, gladly assigning to us the forwarding of respective lots to individual consignees, according to their shipping instructions.

Every shipment of books is carefully counted, placed in strong, scientifically designed shipping cases to protect them against the elements and rough handling while enroute and then carefully stenciled with consignee's name and address together with the quantity of books in each case.

Conkey craftsmanship and complete facilities warrant your immediate consideration.

On pages 27 to 31 inclusive of the Conkey book, "Craftsmanship in the Mass Production of Hard Bound Books and Catalogs", the Conkey method of storing finished volumes is described in detail. Write for a copy of this book which tells all the business man should know about book making.



The Mark of Good  
Printing Since 1877

## W • B • CONKEY CO.

Printers, Binders and Book Manufacturers

HAMMOND, INDIANA

SALES OFFICES IN CHICAGO & NEW YORK

## Get More VOLUME From the SOUTH



OVER a million people—all good substantial influential white people read the Southern Methodist Publications. They have money to spend. They need and want your products. Turn to Standard Rate & Data or let us send facts and figures about this great untapped market.

### LAMAR & WHITMORE

Publishers

E. M. McNEILL, Advertising Director  
E. J. LINES, Traveling Representative  
810 Broadway Nashville, Tenn.

## SOUTHERN METHODIST PUBLICATIONS

1,029,000  
Circulation

### France and Germany Fight Price-Fixing

A proposal before the French parliament seeks to render illegal the inclusion in any contract of a clause imposing a minimum resale price for goods supplied. If the proposal becomes law, an offense will be punishable by from two months to two years imprisonment and a fine of from \$80 to \$4,000.

The proposal is aimed at an alleged interference with the law of supply and demand where a retailer is compelled to keep a commission of 25 or even 35 per cent when one of 10 or 15 per cent would satisfy him and in many cases prove more profitable. It is further aimed at manufacturers who can deprive a retailer of products should he sell below the imposed price. However, in many quarters, price control by the manufacturer is preferred to price-cutting feuds between retailers.

The German government recently decreed against price maintenance. Power is given to deal with any case in which it is shown that an interested party is withholding from the public a fall in prices justified by the economic trend. Refusal to supply goods to a firm that declines to maintain the fixed price can be made illegal. Coal has already been dealt with and among branded foodstuffs macaroni, coffee and honey have already been reduced in price.

### 50 Billion for Homes in Next 20 Years

Fifty billion dollars will be spent on new residential construction in this country during the next 20 years—in addition to more than \$500,000,000 a year on household repairs and maintenance, Secretary of Commerce Lamont said last week at a meeting of the Planning Committee of the President's Conference on Home Building and Home Ownership.

The conference is now appointing committees under the supervision of Dr. John M. Gries, executive secretary of the Planning Committee, to cover various problems connected with home making, family financing and house-keeping.

### Microscope for Salesmen

A pocket-size microscope has been developed for salesmen's use by Bausch & Lomb Optical Company, Rochester. With a magnifying power of forty times, it is intended for critical examination of surface characteristics. It also contains flashlight batteries and bulb for illuminating the object.



© International News Photos, Inc., courtesy Progressive Grocer

W. K. Henderson

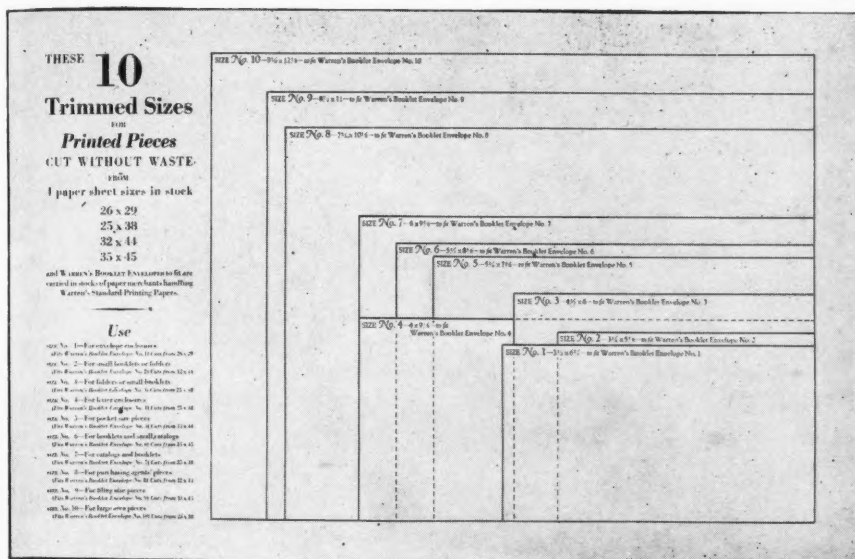
### Mr. Henderson Seeks 16,000,000 Soldiers in War on Chains

A nation-wide organization to combat the growth of chain stores and "other monopolistic trends" will be inaugurated at a meeting in Shreveport, Louisiana, October 21-23, under the auspices of W. K. Henderson, radio broadcaster and organizer of the Merchants' Minute Men.

Mr. Henderson has prepared a memorial to Congress calling attention to the "growth in monopolies." In it he claims the chains now have control of 50 per cent of all the profits derived from the distribution of foodstuffs, wearing apparel and drug products. "Monopolies" also get 90 per cent of the profits obtained from the sale of gas and by-products and a similar proportion for motion picture theatres and other places of amusement, he says, "to say nothing of complete domination of the circulating medium of our country."

Mr. Henderson maintains that "an economic system which makes it possible for trusts and combinations to fix or maintain prices strikes at the foundation of the Government." Also that this system "instills destructive poison into the life of the body politic; devastates community life, destroys home farm markets, withers the energies of competitors, blights individual initiative in legitimate business, and removes hope for advancement of individual initiative in our rising youth." He expects to receive more than 16,000,000 signers to the petition. One of the speakers who, it is said, may address the meeting is former United States Senator James A. Reed.

# This CHART eliminates costly odd- size overhead



IN any kind of production a special job always comes high. When you specify a non-standard size for a mailing piece, you are asking your printer to do a special job . . . and it's bound to cost you more money.

Look what it involves—a special estimate . . . special paper . . . special envelopes . . . special handling in the printing plant . . . all extra expenses.

Your printer is handicapped, too. He'd like to put all his time on creating something individual and distinctive. He knows that it's not the *shape* but the *printing* that makes a mailing piece stand out. But he has no chance to prove it to you on an odd-size job. He has too many details to follow.

To help him save *your* money—and give you his finest work—we have prepared the Warren Chart of Sizes for Mailing Pieces. It carries diagrams of plenty of sizes for mailing pieces to meet all your needs.

You can keep this Chart right on your desk . . . use it in planning your booklets and folders.

The sizes are *standard*. That means they cut without waste from standard sheets . . . and fit Warren's Standard Booklet Envelopes . . . which are specially designed for use on mailing machines.

Paper and envelopes are on hand at the warehouse when your printer wants them. There's no special manufacturing . . . no special production. He can give you his best work.

Ask him for one of these Charts. Look it over and see for yourself what a wide range of sizes and shapes it offers. Then keep it under the glass on your desk and use it to save yourself money.

If your printer can't supply you with a Chart, write direct to us.



S. D. WARREN COMPANY, 89 Broad Street, Boston, Massachusetts



# SAMPLE BUSINESS FORMS



in this  
**FREE  
BOOK**

"The Chart of Bond Paper Value" contains specimen business forms and a thorough discussion of the use of such forms for accurate performance of business detail.

In keeping with the unusual features of this book, the sample forms are outstanding in their design—pleasant to look at and easy to read.

The paper used for business forms must print well, take writing easily, erase cleanly, and have ample strength. A range of colors is necessary for quick identification of forms and users.

Because Caslon Bond answers these needs, it is used nationally as a standard paper for business forms, letterheads and advertising folders. Your printer can supply it in twelve colors and white, samples of which are shown in "The Chart of Bond Paper Value."

A limited number of copies of this remarkable portfolio are available. Attach your business letterhead to the coupon.

**THE MUNISING PAPER COMPANY**  
MUNISING, MICHIGAN

## CASLON BOND

TO BUSINESS MEN ONLY. "The Chart of Bond Paper Value" is intended only for those whom a knowledge of bond paper and its use will directly benefit. (Other interested persons may purchase a copy on request.)

The Munising Paper Company  
Dept. 403, Munising, Michigan

Please send "The Chart of Bond Paper Value" to the address shown on the attached letterhead.

Name \_\_\_\_\_

Position \_\_\_\_\_

## Kansas City Tells Some Results of First Two Years' Promotion

Five hundred and four new concerns were established in Kansas City in the first eighteen months of its \$100,000-a-year advertising program—an increase of seventy-nine over the previous eighteen months, Lou E. Holland, managing director of the Chamber of Commerce of Kansas City, tells SALES MANAGEMENT in summarizing some results of the city's industrial campaign, now beginning its third year. "This growth in a single year increased payrolls more than \$8,000,000," Mr. Holland said.

General, class and business magazines "reaching certain industries important to this city" were chosen as the basic media for the advertising program, he explained. "In addition a few Eastern newspapers are being used in a 'special news campaign' concerning new developments in Kansas City.

"As to results, we are in just the same position as every other civic advertiser. Moving of plants or establishments of branches is such a slow process that it is difficult to put the finger on individual accomplishment. But it is significant, at least, that during the period of the first organized industrial effort in Kansas City, the city has gained more new industries, has had more new large construction and has felt a better cooperative spirit among business leaders than ever before in the city's history. Further, I firmly believe that Kansas City weathered the so-called depression better than any city I know. Business men here, unalarmed in any way whatever, simply got to work harder and the result has been that in most lines, I would say, 1930 will equal or surpass 1929."

The most telling bit of evidence Mr. Holland presented was the decision rendered by the Federal Board of Tax Appeals on the application of Emery-Bird-Thayer Dry Goods Company of that city, "for an income tax refund on their contribution to our industrial fund. The decision pointed out that during the eighteen months prior to June 30, 1928, when the enlarged program of the chamber became fully effective, 425 new enterprises located in Kansas City; in the first eighteen months subsequent thereto, 504 new concerns began business there. From January 1, 1926, to June 30, 1928, forty-one representative Kansas City business concerns required an increase of 3,000 employees, which was at the rate of 10 per cent a year. Between July 1, 1928, and June 30, the following year, 209 new enterprises located

in Kansas City and 295 old concerns made substantial enlargements to plants and employed personnel.

"This growth in a single year increased payrolls more than \$8,000,000. Prior to 1927, Emery-Bird-Thayer had an annual average of 3,000 applications for new accounts. During 1927, 1928 and 1929, the number of such applications were 3,300, 3,700 and 3,900 respectively. This increase was due to the location of new industries in Kansas City. Concerns obtained for Kansas City through the activities of the chamber, made possible by its increased revenues, became customers of the company and its business turnover was thereby increased materially." Among companies which have come to Kansas City during the period of the campaign, Mr. Holland mentioned the American Cigar Company with the largest cigar factory in the world, and assembling plants for Chevrolet and Fisher Bodies.

## Johnson Heads Bozart; Weiser Now Manager

Wayne Johnson has been elected president of the Bozart Corporation, rugs, New York, to succeed E. C. Kerans. Frank H. Weiser, formerly sales manager, has become vice-president and general manager.

Mrs. Anna L. Rogers, color and fashion expert, has been engaged as consulting stylist on the new Bozart lines, to be shown November 1.

The company has established a new sales organization comprising Harry Hunter, New England; George H. Toulson, New York City; Murray Lense, Brooklyn and uptown New York; I. Crown, New Jersey; W. R. Greer, Pennsylvania, District of Columbia, Maryland and Virginia; T. Hall Brehme, Baltimore (assisting Mr. Greer); C. P. Veit and E. O. Veit, covering Ohio, West Virginia, Kentucky, Indiana, Illinois and Michigan; J. A. Conniff, Chicago, Detroit, Toledo, Cleveland and Indianapolis; G. M. Dickson, Missouri, Arkansas, Oklahoma and Texas; Robert Gall, Canada; Davis & Davis, Inc., Chicago; Stoddard-Loveley Company, Detroit, and Miguel Prunera, Jr., export.

## Test Campaign on Pears

Emil Brisacher & Staff, San Francisco office, is conducting a test campaign in Cleveland, using newspapers and radio, featuring Golden Autumn Pears of California, the product of the Santa Clara Winter Pear Committee, Santa Clara, California.

George A. McDevitt Company, publishers' representative, New York, has been appointed national representative of the Philadelphia Record and the Camden Courier-Post.

## Account Changes

AC SPARK PLUG COMPANY, Flint, Michigan (division of General Motors Corporation), speedometers, spark plugs, etc., to Campbell-Ewald Company, Inc., Detroit.

FRUIT INDUSTRIES, LTD., San Francisco, concentrated grape juice, to McCann-Erickson, Inc., New York City. Newspapers and posters.

JOHNSON MOTOR COMPANY, Waukegan, Illinois, outboard motors, to Henri, Hurst & McDonald, Inc., Chicago.

CHRIS - CRAFT CORPORATION, Algonac, Michigan, Chris-Craft motor boats, to Brooke, Smith & French, Inc., Detroit.

BLACKHAWK MANUFACTURING COMPANY, Milwaukee, Wisconsin, industrial tools, hydraulic jacks, wrenches, etc., and NICHOLS, TERRY & DICKINSON, INC., Chicago, investment securities, to the Buchen Company, Chicago. Business papers and direct mail for the former; newspapers for the latter.

MERRILL, LYNCH & COMPANY, New York, financial house, to N. W. Ayer & Son, Inc., there.

WESTINGHOUSE X-RAY CORPORATION, Long Island City, to Homer McKee Company, Inc., Chicago and New York.

SMITH & PETERS, Philadelphia, candies, to Charles C. Green Advertising Agency, Inc., there.

OXFORD CORPORATION, West Paris, Maine, sleds, toboggans, skis and specialties, to Badger and Browning, Inc., Boston.

DOUBLEDAY, DORAN & COMPANY, INC., New York City, book publishers, also Crime Club account, to Schwab & Beatty, Inc., there.

RAY DAY PISTON COMPANY, Detroit, Fecheimer, Frank & Spedden, Inc., of that city.

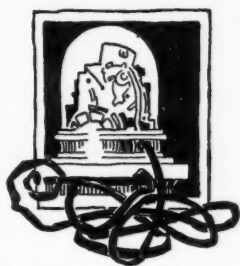
JOHN THOMPSON JONES PUBLISHING COMPANY, New York City, advertising of "Bridge-Made-Easy," by Wilbur C. Whitehead, to Robinson-Tiffany, Inc., there.

DR. D. P. ORDWAY PLASTER COMPANY, Camden, Maine, foreign account to Jordan Advertising Abroad, Inc., New York.

ASSOCIATED JEWELRY RETAILERS, New York City, national organization of retail jewelers, to the Biow Company, Inc., there.

GISHOLT MACHINE COMPANY, Madison, Wisconsin, turret lathes, static balancing machines, dynamic balancing machines and tool grinders, to the Buchen Company, Chicago. Business publications and direct mail.

DEWEY & ALMY CHEMICAL COMPANY, Cambridge, Massachusetts, new shoe cement division, to Badger & Browning, Inc., Boston.



## Buy... on a Rising Market!

Change it to read "—on a rising population." Or "a rising circulation." Fort Worth grew 51.2 per cent the past 5 years. Retail business in Fort Worth increased 85 per cent in 4 years. Wealthy West Texas trades in Fort Worth! Consider also a 30-million-dollar 1930 building program! Most of it by rail and money interests who ought to know.

The nice part is, line rates never can quite keep up with the circulation buy.

# 125,000

Net Paid Circulation  
Daily or Sunday



1st . . . 1929 NAT'L LINEAGE

## FORT WORTH STAR-TELEGRAM Fort Worth Record-Telegram

AMON G. CARTER  
President and Publisher

A. L. SHUMAN  
Vice-President and Adv. Dir.

Charter Member, Audit Bureau of Circulations



## Editorials

**M**EDICAL TESTIMONIALS: A row has been started in the New York County Medical Society over a testimonial advertisement wherein the city's health commissioner, Dr. Wynne, spoke well of a tooth paste. The doctor resigned from the society when he learned of a movement to oust him for unethical conduct, and now some of the young members are talking of putting him up for the presidency of the society as a protest against what they regard as old-fashioned restrictions. . . . The medical code would be all the better of a public threshing out. It could stand some emendations in the public interest without loss in protective power as far as the profession is concerned. But it would be a pity if, in the spirit of exuberant revolt, doctors, relieved of all restraint, were licensed to tout the wares of particular manufacturers. More than mere proprieties lies at the root of public reaction against paid testimonials that may or may not be founded on fact and impartial observation. Proper advertising by the medical faculties is a wholly different matter.

**T**HE SALES TAX THREAT: Chain store executives and large retailers generally are preparing to meet an expected effusion of sales tax legislation this winter. The movement, repressive in design, had its origin among independent dealers alarmed by the success of mass selling. Politicians took up the cudgels in their behalf, believing public sentiment was behind them. This belief was strengthened by the decision in the North Carolina Supreme Court sustaining the law in that state which imposes a tax of \$50 each on units of chain store systems, and the failure thus far to find legal flaws in the Kentucky statute which treats large retail sales very much as large individual incomes are treated by Congress. With expanding government outgo and contracting income a new motive has been found in the need of additional revenues. . . . The subject was dealt with at some length by speakers at the Chain Store Association in Chicago last week, and it has been taken up by the National Retail Dry Goods Association, whose members, department stores, are more vulnerable even than the chains to this form of attack. Most of the talk, however, is on narrow grounds of selfish interest that is not likely to influence state legislatures bent on giving expression to popular feeling by their enactments. A striking exception is the utterance of Silas H. Strawn, well-known lawyer and civic leader of Chicago. Basing what he had to say on the advantages

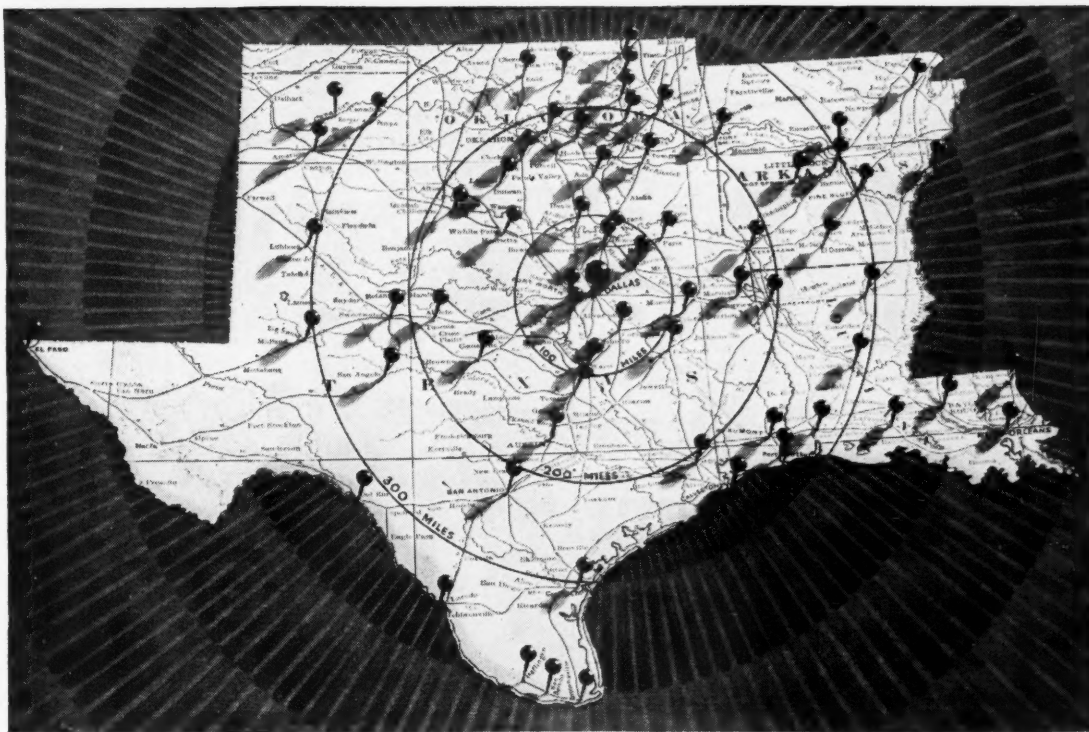
of free competition, Mr. Strawn emphasized the public interest as paramount. The chain, he believes, is a permanent institution, provided the agencies seeking to undermine public confidence in it are counteracted by statements informing the consumer of what the chain accomplishes in his or her interest by scientific retailing on a large scale. The fact that any sales tax must ultimately be paid by the final purchaser of goods is a phase of the matter that received little attention. Yet this is likely to be the crux of the discussion. There may be doubt of the right of state legislatures to discriminate among classes of business in tax legislation. That is a legal question which the courts alone can answer. But when the public good is at stake public opinion is bound eventually to be the controlling factor. Upon that phase of the subject attention must be concentrated.

**B**ANKERS AND BUSINESS: In telling the bankers at their recent convention that their relations with business impose upon them a heavy responsibility, President Hoover was evidently thinking mainly of general factors like business morale and confidence in the financial structure. He referred to the present abundance of credit resources. Clearly he had no thought of implying that because money rates are low borrowers all over the country can get pretty much what they want and thereby start all the wheels whirring again. . . . The main things business wants from the banks are flexible facilities for ordinary transactions, including sound credits, and administration that forbids disturbing suspicion of any kind. In the public interest it is well also that banks should not attempt to trench upon the affairs of their customers. Whether or not something of this sort got into the tangled skein of causes for our present troubles, there is no doubt that at the height of the excitement over our seemingly topless growth a good many people believed that big banks had their hands on the helms of many business craft in which bankers as crew had no right standing. . . . Something is to be said, furthermore, for the criticism that admonishes bankers to make sure of their own wisdom in directing the financial machine before they feel too free to part with advice to business men who are engaged with mechanisms of a different sort. In short, Mr. Hoover's counsel was good if acted on with discretion and without stretching of its scope. He is too wise a man to have intended more than the precise meaning his words conveyed.



# 68 SOUTHWESTERN CITIES

## Show Population Gains Averaging 52.4%



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### Remarkable Growth Attracts Attention of Sales Executives Seeking New Markets

**G**ROWTH of Southwestern cities has been the sensation of the 1930 census. Sixty-eight cities, of 10,000 and above, show a combined average increase of 52.4 per cent. Houston, Dallas, San Antonio, Fort Worth and El Paso, Texas cities ranging from 100,000 to 300,000, made an average gain of 66.7 per cent! Dallas and Fort Worth, in adjoining counties, now have a combined population, for their metropolitan areas, of more than one-half million.

What section can approach the record of West Texas, where ten cities of 10,000 and upward increased an average of 188.8 per cent, with many smaller cities showing equally remarkable growth? In the Rio Grande Valley, along the Gulf Coast, in Central and East Texas, throughout Oklahoma, Arkansas and Louisiana, many cities far exceeded national averages. Thirty-eight Texas cities gained 62.3 per cent; fourteen Oklahoma cities, gained 62.8 per cent; eight Arkansas cities averaged 36.7 per cent and eight Louisiana cities, 28.7 per cent.

Startling as this record is to the Nation at large, it is not "news" to officials of more than 2,000 national concerns that now have facilities at Dallas to serve the Southwest. Year-by-year increases in sales volume have acquainted them with the tremendous development of this market.

For the executive who has not yet discovered the Southwest, a new book, "The Southwest Market," has been prepared, its 144 pages filled with valuable market data. The supply is limited, but a copy will be mailed without obligation to any executive whose organization seriously contemplates establishing a plant, a sales office or a warehouse to serve the Southwest from within. Write on your letter-head or use the coupon—all inquiries held strictly confidential.



# Dallas

*Southwestern Headquarters  
to American Business*

#### EXECUTIVE COUPON

Industrial Dallas, Inc.

509 Chamber of Commerce Bldg., Dallas.

Please send free copy of "The Southwest Market," to:

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

## "Feeding The Dakotas"

WE have completed a record of the *food purchasing habits* of Dakota farm people—and checked it with the definite experiences of merchants, wholesalers and jobbers.

*Our food facts do not wholly agree with other information compiled with the same objective, but because of the care with which our records have been prepared, checked and double checked, we believe they exactly reflect the true situation regarding food purchases by Dakota farmers.*

If you want these facts—this record of food purchasing habits—use the coupon.

**THE DAKOTA FARMER**  
ABERDEEN, S. D. - - FARGO, N. D.  
*"The Home Farm Paper of the Dakotas"*

THE DAKOTA FARMER, Aberdeen, S. D.  
Please send me without obligation a copy of  
"Feeding The Dakotas."

Name .....  
Address .....  
Business Connection .....

## Wholesale Grocers Attack Some National Advertisers

(Continued from page 53)

in the activities of a number of organizations interested in the welfare of independent distributors. For about twenty years the wholesale grocers' association has strongly advocated distributors' brands as the only effective and available weapon against the discriminating manufacturer. Today, it seems, the long campaign is bearing fruit, and wholesale grocers in all parts of the country are successfully featuring their own instead of nationally advertised brands.

And if a manufacturer is also at a loss to understand how private and "off" brands are being profitably sold against the power of his advertising, he has only to visit a few of the larger independent retail grocery stores. Some time ago, in such a store and within the hearing of the writer, a woman called for one of the most widely advertised food products on the market; but she bought a brand she never had heard of before and seemed well pleased with her purchase.

### Retailer Retaliates

"Sorry," said the clerk; "but since the manufacturer reduced the price the quality has become so bad that our customers won't have it. We have been compelled to put in another brand, and we guarantee it to be the highest possible quality."

When this method of substitution was questioned, the owner of the store smiled and explained that it was the only way he knew to meet the problem of price discrimination. "Can the manufacturer object to our using his own method?" he asked. "The other day, his specialty salesman assured me that he had offered me the best price ever made to anyone by his company. Several weeks ago, a letter from the factory told me the same lie. In my desk I have the evidence that the company is selling the chains at a price much lower than my wholesaler pays for the goods. Surely, under the circumstances, the manufacturer can't object to my lying a little to save my business hide. Let me tell you that thousands of retail stores are doing the same thing. And we are getting away with it."

When any method of a manufacturer is responsible for a condition of this kind, it is apparent that the soundness of the method is questionable, at least. Furthermore, the existence of a "death struggle" between inde-

pendent distributors and manufacturers supports William Braid White, of the American Steel & Wire Company, Chicago, when, in an article in the August 16 issue of SALES MANAGEMENT, he writes:

"In the field of distribution, of sales, of creating markets, selling output and building up buying desire among the one hundred and twenty millions of our public, we are still very much in the dark ages."

Clearly, the first move toward remedying the condition must be made by the manufacturers of the country. Nothing can eliminate the costly resistance to unfair and questionable merchandising methods but a change of policy. No amount of advertising nor the results of analyses, surveys or investigations will solve the problems of merchandising for the manufacturer as long as his methods are open to the charge of misrepresentation and discrimination by any factor of his distribution. As Mr. White, in the concluding paragraph of the same article, also states:

"As I have said, it will not be the narrow laboratory method of work within delimited fields, but the scientific spirit of impartiality, quietness, truth seeking and truth telling which will conquer the business problems of tomorrow."

### Insurance Firm Sells Visiting Salesmen

Reversing the usual order of things, every salesman who calls on the Lumbermen's Mutual Insurance Company, Mansfield, Ohio, is made a prospect, and often a customer of that company.

Leonard Jones, advertising manager, has developed the idea of a "mutual greeting." "The girl at the desk asks for your card," he explained. "If you have none she extracts your name by other means. By the time you have stated your business, she has you 'placed.' 'I'll see if Mr. So-and-So can't see you at once,' she says. She hands you a square white envelope which looks like a wedding invitation and which welcomes you to Lumbermen's Heights."



D Y E R - E N Z I N G E R   C O M P A N Y   •   I N C

A N N O U N C E S   T H E   A P P O I N T M E N T   O F

*Howard H. Hoyt*

A S   V I C E - P R E S I D E N T

I N   C H A R G E   O F   I T S   N E W   Y O R K

O F F I C E



# Sales Executive Wanted—

by Prominent Manufacturer  
nationally advertised  
toilet goods

Capable of directing present staff of salesmen covering district of several states and training men. Must be able to personally sell department stores and other large accounts. We will consider only man with proved ability who is agreeable to moderate salary with opportunity for large earning from increased business. Write in confidence giving full details. Address Box 260, Sales Management, 420 Lexington Avenue, New York, N. Y.

## ATTENTION Detroit Manufacturers, Can YOU Use This Executive?

He has successfully demonstrated that he can sell, direct and build an aggressive, competent sales force. He has MANAGERIAL, SALES MANAGEMENT, and ADVERTISING experience; also COURAGE, VISION, VITALITY, BALANCE and INITIATIVE. Age 43, graduate Civil Engineer.

20 years diversified experience OFFICE APPLIANCES, BUILDING MATERIALS and INTANGIBLES, both domestic and foreign.

He is an accredited organizer, sales manager and correspondent.

Has had excellent experience in management, sales, advertising and credits. Has pioneered a SPECIALTY CONCERN from its embryonic stage to international distribution.

Record as to ability, character, industry and capacity will bear close scrutiny.

YOU may be conservative. However, he may be just the man you have been looking for. LET'S GET ACQUAINTED.

Write: P. B. WALDIN  
12651 Mendota Avenue,  
Detroit, Michigan.

## Gossip

LEO C. MONAHAN, director of public relations with the California Grape Control Board and former executive secretary to Herbert Hoover as Secretary of Commerce, has been appointed sales executive of the Hawaiian Cane Products Company, Ltd., at Honolulu, manufacturers of sugar cane by-products. Later he will return to undertake a market survey and establish selling channels in both domestic and export markets. . . . PAUL R. BAUGH, for the last three years assistant director of advertising of the American Radiator Company, has established his own business as sales promotion counselor, at 55 West Thirty-fifth Street, New York. . . . FREDRICK KINNEY, who has been manager of sales promotion for the Victor Adding Machine Company, is now with the Johnson Motor Company, Waukegan, Illinois, in a similar capacity, having direct supervision of advertising and publicity. He succeeds G. M. BABST. . . . HARRY L. BIRD, formerly managing editor of *Printed Salesmanship Magazine*, Chicago, and for one year with the Millis Advertising Company, Indianapolis, has been appointed vice-president in charge of copy production. . . . ROGER R. THOMPSON, general sales manager of the refrigeration division of the Welsbach Company, has joined the Philadelphia Electric Storage Battery Company in a sales executive position. . . . J. C. FLAGG, who in 1922 founded the *Baltimore Post*, and more recently in charge of Scripps-Howard papers at Los Angeles, has become business manager of the *Seattle Post-Intelligencer*, succeeding A. E. WILLIAMS. . . . VIRGIL L. RANKIN, advertising agency of San Jose, California, has purchased the Anthony Advertising Agency there. . . . GEORGE E. VOELXEN, formerly with Perine & Company, public accountants, is now treasurer of the World Wide Advertising Corporation, New York. . . . CLIFFORD P. PARCHER, in charge of radio advertising and food product merchandising, with Badger & Browning, Inc., Boston advertising agency, has been elected vice-president. . . . PAUL C. HUNTER has left the Hearst organization to become president and publisher of *Screenland* and *Silver Screen*, published by Screenland Magazine, Inc., New York. . . . STEPHEN M. KENYON is now an account executive with the Hartford office of Charles W. Hoyt Company, Inc., New York agency. He had been with Manternach Company of Hartford. . . . CLYDE GORDON and JAMES L. FREE have joined the Chicago office of National Radio Advertising, Inc., the former as account executive. Mr. Gordon formerly was commercial manager of Radio Station WTMJ at Milwaukee; Mr. Free, for the past two years associate western manager of *Forbes Magazine*. . . . THEODORE MALCOLM, formerly in charge of research for the Association of National Advertisers, New York, and previously in research connections with *Liberty Magazine*, Charles Scribner's Sons, Rickard & Company, and the McGraw-Hill Publishing Company, has joined the staff of O. H. Cheney, New York, who is conducting a nation-wide market research program for the National Association of Book Publishers. . . . LLOYD LADRIERE sailed last week for England to join the art staff of Erwin, Wasey & Company in Europe.

## 325-Newspaper Drive Backs Philco "Week"; Sales Hit Record

Two large advertisements in 325 newspapers and space in seven magazines were used this week by the Philadelphia Storage Battery Company to promote Philco Dealers' Week. The celebration will end Sunday afternoon, October 12, when 52 stations of the National Broadcasting Company will carry the first of a series of four radio concerts by the Philadelphia Orchestra under Leopold Stokowski.

While the entire line of Philco radios will be presented in these special advertisements the copy will feature the Stokowski concerts and the company's two fastest-selling receivers—the Baby Grand and Baby Grand Console, the former selling for \$49.50 and the latter, just announced, for \$69.50.

Special window displays have been supplied Philco dealers. Emphasis is laid also on the regular Tuesday night radio concert of Howard Barlow's Philco Symphony orchestra over the Columbia Broadcasting System.

Philco today sells more radio sets than any other manufacturer, explained Sayre M. Ramsdell, sales promotion manager, in outlining the campaign. "Our business is far ahead of this period last year. Production, geared rigidly to sales, is being stepped up each week. The factory, which employed only 1,500 persons a short time ago, now has more than 4,000, and new employees are being added at the rate of seventy-five a day. This will be continued until 5,000 persons are at work."

## Washington Coffee on Air in First National Series

G. Washington Coffee Refining Company, Morris Plains, New Jersey, will start its first nation-wide broadcasting series over twenty stations of the red network of the N. B. C. Monday, October 20, 10 P. M. Eastern time. The programs, weekly, will consist of playlets adapted from the Sherlock Holmes stories of the late Sir Arthur Conan Doyle. William Gillette, veteran Sherlock Holmes of the stage, will make the initial broadcast. The series is scheduled for twenty-six weeks.

The G. Washington advertising program, now running primarily in national magazines, is expected to be somewhat increased next year. Cecil, Warwick & Cecil, Inc., New York office, is the agency in charge of the account.

## Survey of Surveys

(Continued from page 42)

of the petroleum production. Also an apparent contradiction. 3. Because Tulsa is the most logical distributing point from which to serve the prosperous southwest (the center of population or of raw materials seems to mean little or nothing to Mr. Dewey as compared with the geographical or shipping location of Tulsa). 4. Because Tulsa is an ideal manufacturing point from which to distribute to the southwest and to the nation.

Next come excellent chapters on manufacturing facilities and resources, interspersed with graphic photographs of the industrial and the public buildings of this bustling metropolis. Next comes the story of the church, school and home building development of Tulsa and vicinity in recent years, followed by interesting detail on transportation and shipping facilities, both on ground and by air. Next we find detail on banking and other financial resources, on recreation and amusement, special residential and school advantages, etc.

Finally come details on Tulsa as a market and as a distributing center, offering evidence to back up its earlier claims; and finishing in true Chamber of Commerce statistical style, with the necessary directions for qualifying a foreign corporation to do business within the State of Oklahoma.

A seventy-two-page book, so meaty, despite its above-mentioned super-enthusiasm, that it ought to have an excellent reception, even if it does take up a full two-thirds of an inch in a space buyer's already crowded files. Available direct from the Chamber of Commerce, Tulsa, Oklahoma.

### Postscript:

#### Tribune Touts Tulsa

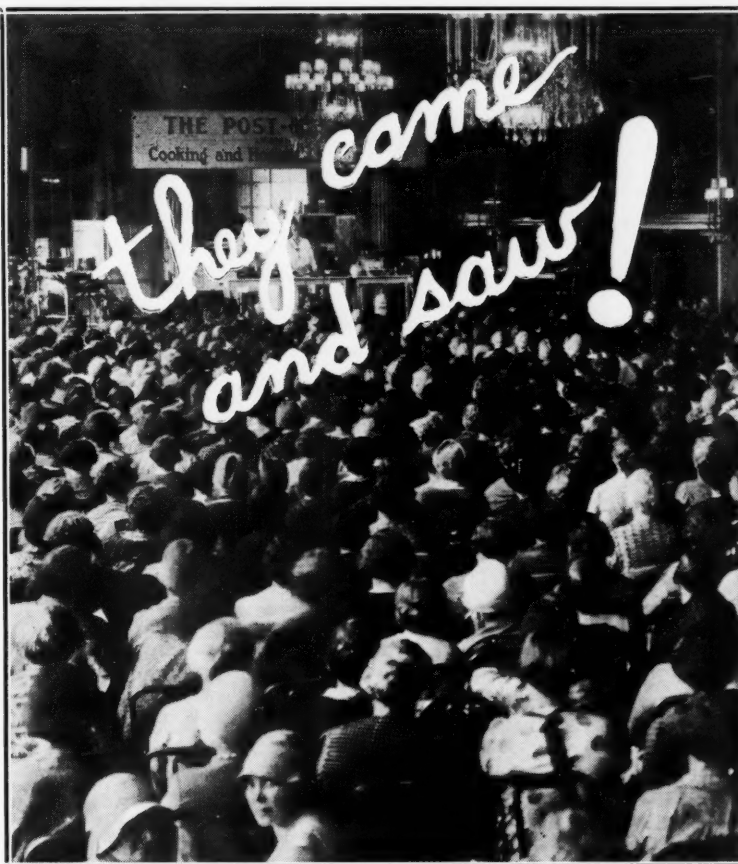
Just as I concluded the foregoing, a forty-page booklet entitled, "Zone 'O' and Tulsa, its Capital," arrived from another booster of Tulsa, the *Tribune*. There isn't space left to describe it in full, but the following quotations will explain its title and show its general tenor.

"Zone 'O' is a *fifty air-mile* (our italics) circular-shaped territory with Tulsa at the center. No matter what we say constitutes a city's market area the *final establishment of the true boundaries lies with the companies that are actually selling merchandise in the described territory*. Zone 'O' is the *true Tulsa sales area*, established as all southwestern markets are *by the accessibility of the roads*. This true market is substantiated by the sales efforts of Tulsa wholesalers and jobbers." (The italics are the *Tribune's*).

Done in purple and black, typographically attractive and abounding in fine engravings and italics, (these being our own) it is an attractive and vigorous presentation of Tulsa's advantage as a market that will correct the Chamber of Commerce's ninety-mile radius story and thus put the strength of comparative moderation into the touting of Tulsa. An excellent book, available direct from the Tulsa *Tribune*, Tulsa, Oklahoma.

#### Saunders Reorganizes

Clarence Saunders Stores of Northern California, Ltd., has been organized under the Nevada laws to take over the business and assets of the Clarence Saunders Pacific Company, operating retail grocery stores in Northern California.



Cooking school attendance over 5400—about twice the attendance of any other local cooking school—  
Again proof of Syracuse housewives' interest in this newspaper!

## THE POST-STANDARD

New York  
Detroit  
Chicago



Philadelphia  
Boston  
San Francisco

PAUL BLOCK, Inc.  
Representatives

Daily over 60,000

Sunday over 70,000

## SALES QUOTAS

By PERCIVAL WHITE

This volume has been written to assist the sales manager in meeting the growing competition in business through the use of sales quotas.

It is the first complete statement of the underlying theory of various kinds of quotas, the use of market analysis, the application of scientific methods to quota setting and the quota in operation and practice.

The subject matter is grouped under five natural divisions:

- I. Introduction.
- II. The Market As a Quota Determinant.
- III. The Company As a Quota Determinant.
- IV. The Quota In Operation.
- V. An Example of Quota Practice.

Consists of 254 pages, including 56 charts, diagrams, etc.

Price, postpaid, \$4.00

Remittance Should Accompany Order

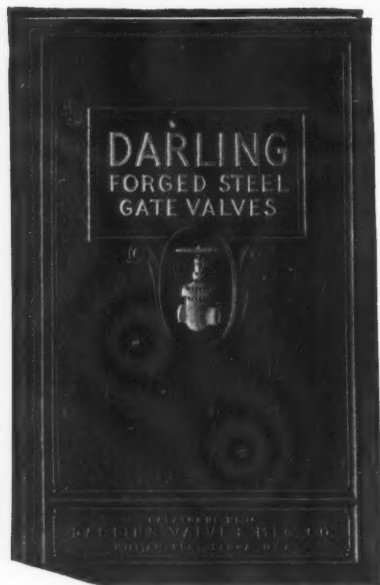
SALES MANAGEMENT  
Book Service

420 Lexington Avenue

New York, N. Y.



## The Selling Value of a Good Cover



A recent survey shows clearly the relative sales value of distinctive covers, as well as many other points of interest to users of catalogs and sales manuals. A copy will be sent free on request. Complete information, samples and quotations, on a cover created to your order from Artificial Leather, Mocotan, or Hot Die Embossed Paper, will be cheerfully furnished.

Commercial Covers for Every Purpose

**THE DAVID J. MOLLOY COMPANY**

2869 North Western  
Avenue  
Chicago, Illinois



New York Address  
52 Vanderbilt Avenue

## The Ambassador

The smart shops, theatres, art center, business, financial and professional districts are reached quickly and conveniently from The Ambassador. It is in the Social Center on one of the world's most famous thoroughfares.

**NEW YORK**  
PARK AVENUE  
AT 51ST STREET

ATLANTIC CITY • PALM BEACH • LOS ANGELES

## The 1930 Census—A Gold Mine of Market Facts

(Continued from page 51)

tion of sales possibilities by marketing areas.

One of the vitally important results coming out of the 1930 census is the relatively more rapid growth of small cities and suburban communities compared with the larger cities and the rural populations. Figures are not yet available for an adequate analysis of this movement but some indications can be given. Table III gives a comparison between the total growth of cities of 100,000 and above and cities between 25,000 and 100,000, summarized by states.

This table shows that the ninety-three larger cities in the country had a total population in 1930 of 36,280,521, which represented an increase of 6,954,471 from the population shown in the same cities for 1920. This is an increase of 23.7 per cent. The 270 cities between 25,000 and 100,000 had a total population in 1930 of 12,398,878, and this represented an increase of 2,649,805, or 27.2 per cent for these cities since 1920. It should be remembered that many cities have grown during the decade by expansion of the city boundaries and the annexa-

Table III—Total Population by States for Cities of Given Sizes

State:	No.	Cities 100,000 and Over			Cities 25,000 to 100,000		
		1930	Increase over 1920	P.C.	1930	Increase over 1920	P.C.
Alabama ....	1	257,657	78,851	44.1	2	134,352	30,111 28.8
Arizona ....	..	.....	.....	..	2	80,148	30,803 62.4
Arkansas ....	..	.....	.....	..	2	113,108	19,096 20.3
California ...	5	2,444,411	1,014,525	70.9	15	730,698	257,221 20.3
Colorado ....	1	287,644	31,153	12.1	2	83,325	10,170 13.9
Connecticut ..	4	574,699	38,856	7.2	7	273,108	54,155 24.7
Delaware ....	1	106,632	3,536*	3.3*	..	.....	.....
Dist. of Col.	1	486,869	49,298	11.3	..	.....	.....
Florida ....	3	341,657	168,920	97.8	4	124,999	61,786 97.7
Georgia ....	1	270,367	69,751	34.8	4	242,199	22,279 10.1
Illinois ....	2	3,480,117	702,291	25.2	22	1,001,415	243,682 32.2
Indiana ....	5	787,160	174,792	25.2	12	473,905	108,321 29.6
Iowa ....	1	142,469	16,001	12.7	9	406,221	49,957 14.0
Kansas ....	2	233,366	59,972	34.6	2	91,085	17,765 24.2
Kentucky ....	1	307,808	72,917	31.0	5	203,301	35,865 21.4
Louisiana ...	1	455,792	68,573	17.7	3	134,126	55,795 71.2
Maine ....	..	.....	.....	..	3	134,507	7,466 5.8
Maryland ...	1	805,753	71,927	9.8	2	68,574	10,673 18.4
Massachusetts	9	1,781,987	68,165	3.3	17	892,147	98,948 11.6
Michigan ...	3	1,899,057	676,146	55.3	14	710,870	183,323 34.7
Minnesota ...	3	837,588	123,391	17.3	..	.....	.....
Mississippi ..	..	.....	.....	..	2	80,461	34,245 74.1
Missouri ....	2	1,221,516	124,209	11.3	4	197,710	43,446 21.7
Montana ....	..	.....	.....	..	2	68,093	2,361 3.5
Nebraska ....	..	.....	.....	..	1	75,919	20,971 38.2
N. Hampshire ..	..	.....	.....	..	3	133,525	4,595 3.5
New Jersey ..	6	1,251,090	71,207	6.0	18	863,119	162,292 23.1
New Mexico ..	..	.....	.....	..	1	26,526	11,369 75.0
New York ...	7	8,452,137	1,550,171	22.4	16	798,617	116,615 17.1
N. Carolina ..	..	.....	.....	..	8	419,798	182,889 30.7
N. Dakota ...	..	.....	.....	..	1	28,609	6,648 30.3
Ohio ....	8	2,659,026	400,300	17.7	18	733,075	182,646 33.2
Oklahoma ...	2	326,664	163,294	99.9	2	58,337	11,484 24.5
Oregon ....	1	301,890	43,602	16.9	1	26,266	8,587 46.8
Pennsylvania..	5	3,003,811	232,450	9.2	20	1,032,590	137,615 15.3
Rhode Island.	1	252,386	14,791	6.2	5	224,060	32,480 16.9
S. Carolina ...	..	.....	.....	..	4	170,338	19,092 12.5
S. Dakota ...	..	.....	.....	..	1	33,360	8,158 32.4
Tennessee ...	4	630,538	214,132	51.4	1	25,073	12,631 101.5
Texas ....	5	1,067,405	424,732	66.1	10	449,450	160,291 61.0
Utah ....	1	140,184	22,074	18.7	1	40,243	7,439 22.7
Virginia ....	2	311,851	24,407	8.5	5	217,780	15,873 7.8
Washington ..	3	588,433	71,699	13.8	2	61,100	7,871 14.7
W. Virginia..	..	.....	.....	..	5	256,206	62,294 32.1
Wisconsin ...	1	572,557	115,410	25.2	12	480,535	100,497 26.2
Total .....	93	36,280,521	6,954,471	23.7	270	12,398,878	2,649,805 27.2

\*Decrease.

Four states, Idaho, Nevada, Vermont and Wyoming had no cities of 25,000 or above.



tion of adjoining territory. This process has probably been of more importance for the large cities than for the smaller ones.

It may further be noted from this table that twenty-nine states had cities of both sizes. Of these, there were eleven in which the larger cities grew relatively more rapidly than the smaller ones; while in eighteen the population of the smaller cities showed a greater increase.

There are, of course, special circumstances which have to be taken into account in connection with nearly every state and city. For example, in Alabama the great growth of its one large industrial city amounted to 44.1 per cent for the decade, which exceeded the rate of growth for the two smaller cities although these increased at the rate of 28.8 per cent or far above the average. Special conditions also prevail in California which have favored the growth of the larger cities, but in states like Connecticut the opposite conditions have prevailed.

A study of the rates of growth of individual cities and particularly of the smaller cities shows that most of these have grown far more rapidly than the total population.

Data are not available to enable an adequate analysis of suburban growth but there is abundant evidence of a movement from congested centers to the outlying regions of most cities. The improved transportation through the automobile and the motor bus has made this movement possible.

### Metropolitan Areas

There seems to be good reason to believe that the spreading out of urban populations will continue. This will mean that large metropolitan areas will grow faster than their centers. Thus if one computes the increase in population for the metropolitan area around New York, it will be found to exceed 3,000,000 or nearly one-fifth of the increase for the country as a whole. But, at the same time the Borough of Manhattan, which forms its center, suffered a loss of more than 400,000 persons. Similar conditions will be found around many of our large metropolitan centers.

In many instances, manufacturers are finding it advantageous to locate in the smaller cities or even in villages with rural environments. The greater use of power and machinery on the farms is lessening the number of people necessary to handle our agricultural production. These things are causing a great shifting and redistribution of population in this country, and these changes are of vast economic importance and they are of especial sig-

nificance in the matter of marketing.

When we come to realize that it is the ultimate consumer who is the final arbiter of all business and that, in the last analysis, it is the end and purpose of all business to serve these consumers, then we will have a clearer appreciation of the need to know more about these elusive entities of which we are all a part.

The census forms the starting-point for such a study. The vast amount of information which it contains has been but scantily used in the past, but there is evidence that business men propose to take far greater advantage of the reservoir of information which will be contained in the 1930 census than ever before.

### We're Not Too Poor to Play

(Continued from page 58)

explained. "The Germans, Spanish, Italians and the rest have never learned to play. The French surely play tennis and play it well, but among the players on the French Riviera are fully as many Americans and English as French.

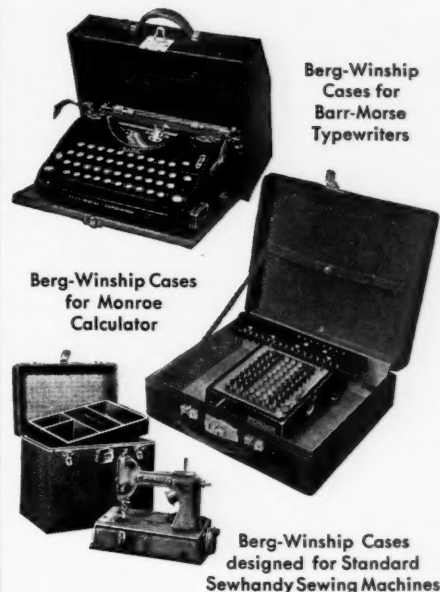
"Most of the Orientals are even less interested in athletics than the Continental Europeans. Among them, however, there has recently arisen an exception, which is beginning to develop into a worth-while market. That exception is Japan. Emulating the Americans, the Japanese have been playing baseball and tennis for several years. With true Japanese energy and thoroughness, they are now starting in on golf.

"America remains, however, the principal sporting goods market. If there is one reason more important than another in my belief that America will not long remain in a state of 'depression,' psychological or economic, it is the fact that we haven't stopped playing. We are a nation of individualists. We are also a people of action. When depression hits us, we don't sit down and mope and fret ourselves individually into despondency; we don't permit a few rabid leaders to drive us to Fascism or Communism. We go out into the open and get the cobwebs out of our brains. Then we come back to the job and fight."

### Jam Handy in Detroit

The Jam Handy Picture Service, Chicago, has opened talking picture studios in Detroit for sales promotion, commercial sales training and convention purposes. The service has also completed reciprocal arrangements with the Audio-Cinema Company, New York.

## EVERY KIND OF A CASE for EVERY KIND of a Portable Product



Berg-Winship Cases for Barr-Morse Typewriters

Berg-Winship Cases for Monroe Calculator

Berg-Winship Cases designed for Standard Sewhandy Sewing Machines

**CASES** by the 100,000 or the piece. Cases that give protection, portability, style to your product. Cases that fit present-day travel requirements—that make the product look more than the price!

Berg-Winship designs the case and aids the manufacturer to whom this is a *new problem*; Berg-Winship builds to specifications to fit every need—even a price limitation! Berg-Winship cases *help* sell the product that's carried by hand.

Portable typewriters, health motors, sewing machines, electrical instruments, cosmetics, shoes, china, wall paper—there isn't an item that's portably-packed that can't be improved upon and simplified by Berg-Winship cases.

*Send a sample of your product or present case and let us submit ideas and prices.*

**BERG-WINSHIP**  
INCORPORATED  
AUTO-TRUNKS • LUGGAGE  
UTICA, N. Y.

Makers of the famous FABER Super Trunks and Cases

"AN ADDRESS OF DISTINCTION"



### Special Advantages for "Big Game" Visitors

FANS visiting Chicago for the big football games will find THE DRAKE location unusually convenient. All playing fields are easily reached. After the game . . . there's gaiety . . . or quiet . . . as you prefer. A smart Supper Dance . . . the rhythmic tunes of a famed Orchestra. *No rate advance. Rooms begin at \$5 per day.*

**THE  
DRAKE**  
**HOTEL, CHICAGO**  
*Under Blackstone Management*

**K**EEP posted on the color advertising displays of leading concerns by watching for the reproductions of the work of The United States Printing and Lithograph Company appearing in this magazine every month.



**The United States Printing  
and Lithograph Co.**

Cincinnati Baltimore Brooklyn

*Service offices in 16 cities*

## Some Modern Evolutions in Marketing

(Continued from page 56)

pendents now lie in the management efficiency of the individual stores and in the ability of each to cater satisfactorily to an ever more critical public as regards the merchandise stocked. During the past year standard nationally advertised brands have come in for a good deal of footbaling, and have been used extensively by both chains and independents as loss leaders. Meanwhile private brands have made considerable headway through both channels of distribution and this whole matter of chain stores bears the closest kind of watching by company officials who believe in keeping posted. One thing has been made quite clear in the past eighteen months—neither method of retailing will ever completely replace the other or even nearly so. Both are performing functions which will justify their continued existence, but manufacturers may find it increasingly difficult to determine the most satisfactory policy for dealing with each, particularly as the "political rivalry" becomes keener and keener.

### Here Today, Gone Tomorrow

3. *Small Manufacturers:* Private brands of today are likely in some cases to become the nationally advertised brands of tomorrow. The great brand names of today, in certain cases and for more reasons than one, may become the has-beens of tomorrow. No company, however big or however apparently great, can maintain a monopoly on brains, and the very possession of temporary leadership may cause big companies to be somewhat slower in seizing upon new ideas and in enlisting the services of a budding genius. Little companies as well as big are worth close watching and close nursing by ambitious men. AutoStrop, a \$6,000,000 company, now looks as if it held something of a whip-hand over Gillette, which is a \$57,000,000 concern. The Durium Company of America within the last year has developed a plan for merchandising lightweight phonograph records through newsdealers. It is now said to be the largest producer in the world and when I was talking with Rudy Vallee a few nights ago he told me that, although he does not contemplate any change, the Durium Company could pay him more in record royalties than the Victor Company does. The whole miniature golf industry has

been built up to large proportions in less than a year.

4. *Price Competition:* For nearly eighteen months business, including the banking interests, has had an excellent opportunity to observe the results of competitive policies founded on price competition and the desire and expectation of exterminating competitors through offering price differentials. In almost all fields strategies of this sort have proved highly fallacious and very much of a boomerang. The plain truth is that competitors generally have to meet prices whether they like to or not, and hence while it is always good policy to pass on reductions in manufacturing and distribution costs to the public it is now being realized in more and more quarters that good competition and good selling policy cannot be premised on price as the primary factor in meeting competition. Style, design, quality, name, value, service, endurance qualities, safety and mechanical superiority—such factors are more and more being stressed for purposes of competition.

5. *Facts About Markets:* On all sides we find an increasing insistence about getting the facts about markets before plunging into actual selling and advertising. In other words, bitter experience has taught manufacturers to look before they leap, viz., to do a lot of careful thinking before any doing.

### Clothes Don't Make the Man

6. *Advertising Copy:* The day when fine art, attractive layouts, scintillating copy and brilliant headlines can be said to constitute in themselves good advertising has passed. Such things can and must obtain but they are the details of good advertising just as self-starters and electric lighting systems are today details of good automobiles. Today good advertising must reflect actual policies of the company and these policies must in turn embody successful sales management. Good looks and good clothes do not make a good man. On a comparable basis advertising must start with an important message before it is adorned with the craftsmanship of fine art work and magnificent use of the English language.

7. *Women:* The change that has come over women is perhaps the most significant modern evolution in marketing. They have long controlled



the majority of buying but where they are going to stop God only knows. In all lines they are now estimated to do 85 per cent of the buying and in some lines as high as 98 per cent.

Almost all of the great inventive and economic developments of recent years have tended to increase the leisure and independence of women as a class, and on the other hand have stepped up the pace of toil and torment which must be faced by men of executive ambition. Women rest and relax more. They read more. They learn more. They become better informed. In many cases they do more. But above all, they have more time in which to do intelligent thinking.

No wonder that it is becoming an increasing complex problem to sell and advertise successfully to women. They know more about detecting bunk than men do about its manufacture. So why try to fool them when, in fact, we are fooling ourselves worse.

### Too Close to Our Desks

Meanwhile men, particularly busy business men, are, if anything, reading and learning less. We keep so close to our own respective grindstones that we lose perspective on the bigger things in marketing and indeed the bigger things in life. No wonder that women with their broadened opportunities are making rapid strides in business. No wonder great department stores are throwing the real mantles of power on women. And no wonder some manufacturers are following suit. Primarily it is women who must be sold and, of course, women have had a lot of time off to get to know about each other.

In conclusion I would like to quote from Glenn Frank, president of the University of Wisconsin and a former editor of international standing, who recently said, "The tradition-bound mind will be worse than useless in the task of assuring to America a stabilized prosperity that shall be widely available to the many as well as to the few."

I agree with Mr. Frank. Here in America we do not want state socialism nor do we want the oppression of capitalistic baronism or royal government. We want the benefits and pleasures of all three without the liabilities of any of the three, and we want to preserve our existing form of government as a republic. To attain this worthy objective we need lots of new leaders in industry—in finance—and in government. We are certain to get them. Some will be women; some men, but I venture to predict that they all will be less egotistical, less selfish and vastly more intelligent



## A Million Pounds of Dairylea Cheese Sold by ONE Medium

A small advertisement with coupon, inserted regularly in the Dairymen's League News sold over 1,000,000 pounds of Dairylea Cheese during the spring months of this year. About \$1,200 worth of advertising space produced sales amounting to more than \$260,000.

These people are hungry for lots of other products besides cheese. They like good coffee, breakfast cereals, cured meats and many other table delicacies.

If you have a product that appeals to dairy farm folks, tell them about it through their own paper.

*Write for Sample Copy and Rate Card*



This Map Shows  
"The New York  
City Milk Shed"

## DAIRYMEN'S *League* NEWS

"THE DAIRY PAPER OF THE  
NEW YORK CITY MILK SHED"

**NEW YORK**  
11 W. 42nd St.  
R.L. Culver, Bus. Mgr.  
Phone: Pennsylvania 4760

**CHICAGO**  
10 S. La Salle St.  
John D. Ross  
Phone: State 3652

## WHEN Should we go on the air ... and HOW?

**A**LTHOUGH daytime broadcasting offers a golden opportunity for advertisers to reach the family purchasing agent while in receptive mood, very little is at present known of this daytime woman audience. Accurate, authentic information is needed by every advertising agency, every present and prospective radio advertiser, every broadcasting station.

For the benefit of all concerned . . . and with the approval of some of the most important broadcasters and advertising agencies . . . we are undertaking a basic study of the woman in her home and her relation to daytime broadcasting. This research has been put on a cooperative basis to make possible its conduct on a national scale.

Write for further information and terms of subscription.

**ARNOLD**  
**Research Service**  
45 West 45th Street, New York

## 100 MEMO PICTURES with \$1 worth of film



**HERE'S A CAMERA** to take everywhere. On a trip . . . to business. For the Memo fits the pocket easily, takes 50 pictures with one 50-cent film, and gets everything with amazing ease and convenience. Direct-vision view-finder locates the subject instantly. A twick of the thumb advances the film. Wonderful for close-up portraits as well as landscapes. Memo pictures on paper actual size are perfect for illustrating notebook or letters, enlarged they are clear, inexpensive records for the album, and, best of all, they can be shown on the screen for home entertainment or illustrating lectures and sales talks. The

Memo is a different idea in still-film cameras, offering new economy and scope in picture-taking. Price \$20.

See it at your dealer's, or mail the coupon below for free interesting Memo literature.



**AGFA ANSCO OF BINGHAMTON, N. Y.**  
Please send me free 56-page Memo handbook

Name \_\_\_\_\_  
Address \_\_\_\_\_



than most of our present holders of public and business office. Business must first do a lot of house-cleaning on its own account and then as inevitably as the dawn a new group of inspired men and women will successfully house-clean American politics. Moreover, when rackets are driven out, that will be one more important modern evolution which will effect marketing on the prosperous side.

**STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912**  
 OF SALES MANAGEMENT, published weekly at New York, N. Y., for October 1, 1930.  
 STATE OF NEW YORK }  
 COUNTY OF NEW YORK } ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared Raymond Bill, who, having been duly sworn according to law, deposes and says that he is the Editor of SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Editor, Raymond Bill, 420 Lexington Avenue, New York, N. Y.

Managing Editor, A. R. Hahn, 420 Lexington Avenue, New York, N. Y.

Business Manager, Philip Salisbury, 420 Lexington Avenue, New York, N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)  
 SALES MANAGEMENT, INC., Federated Business Publications, Inc., Edward Lyman Bill, Inc., Bill, Brown & Bill Publishing Corp., Caroline L. Bill, Raymond Brown, Edward Lyman Bill, Randolph Brown and J. B. Spillane, all located at 420 Lexington Avenue, New York, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are:

The Darnell Corporation, 4660 Ravenswood Avenue, Chicago, Ill.; H. G. Trine, R. A. Trine, T. D. Reid, J. H. Frohlich and P. R. Means, M. B. Aspley, all of Chicago, Ill.; M. D. Aspley, J. C. Aspley and J. T. Kemp, all of Glencoe, Ill.; E. H. Shanks, Evanston, Ill.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

RAYMOND BILL.

(Signature of editor).

Sworn to and subscribed before me this 29th day of September, 1930.

[SEAL]

WM. A. LOW.

Commission expires March 30, 1931.

## Drop Direct Selling

Golden State Milk Products Company, San Francisco, has abolished distribution direct to the consumer as a result of opposition of the California Retail Grocers and Merchants Association, and will sell through retail stores.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

Cash Basis Only. Remittance Must Accompany Order.

### POSITION WANTED

**GENERAL MANAGER; THIS MAN HAS BEEN** very successful in reorganization and rehabilitation work. Has large acquaintance in U. S. and Canada among housefurnishing and hardware trade. Is a capable sales executive and has had extensive experience in finance and factory management. He is interested in doing this type of work for banking house or working directly for any company needing one of his experience. Present earnings \$10,000 a year. Answers will be held in strict confidence. Address Box 259, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### EXECUTIVES WANTED

**IF YOU ARE OPEN TO OVERTURES FOR** new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing

and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

**\$50 to \$50,000 DAILY SALES SECURED FOR** our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four year his sales were nationwide, running to 100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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## PHOTOSTATS

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42 Broadway 33 West 42nd St. 80 Maiden Lane  
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## PHOTOGRAPHS

## Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

**"GIBBONS knows CANADA"**